

Sales Management

THE MAGAZINE OF MARKETING



What Are the *Real* Reasons People Buy Today?

PAGE 36

also in this issue...

Wizardry of Electronics:
Will it Cut Tomorrow's
Sales Cost for You?

PAGE 42

FIFTY CENTS

A BILL BROTHERS PUBLICATION

FEBRUARY 1, 1955

no skim. If you watch enough people read enough magazines, a fairly clear pattern will emerge. Some magazines are skimmed. Some are read by one member of the family or another. The Saturday Evening Post is read by all. They go through each copy several times.* They spend more hours with it than with any other weekly. You reach readers—not skimmers—when your advertisements appear in the Post. You get to the heart of America.

*Among Post families, the Post is read by 92% of the wives, 95% of the husbands, 88% of the daughters and 89% of the sons 10 years of age or over.

A typical Post reader goes through an issue about 5 times. (From The Measure of a Magazine)

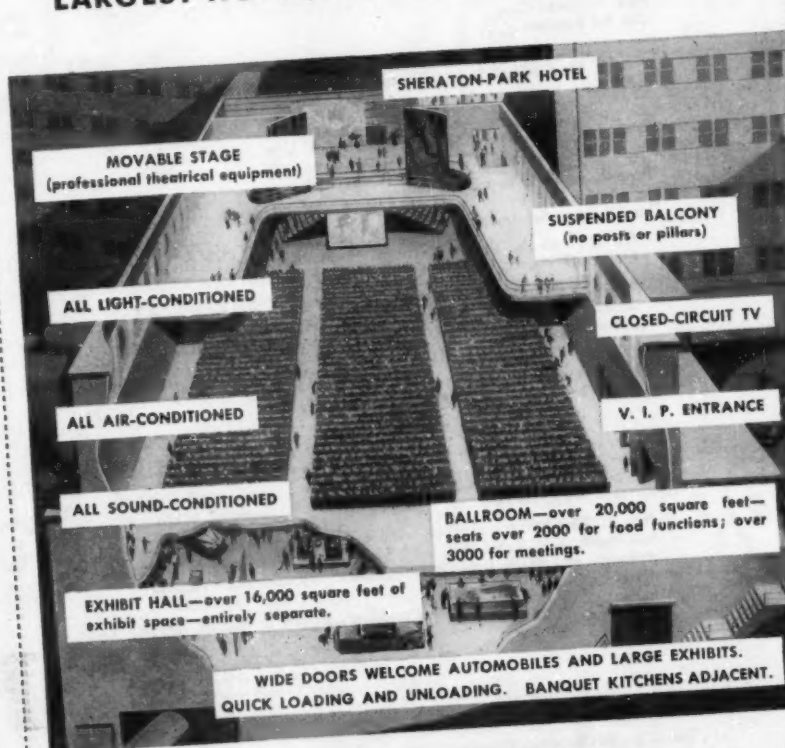
A CURTIS MAGAZINE



New! Fabulous! Opens May 1st

Sheraton Hall

WASHINGTON'S LARGEST BALLROOM IN WASHINGTON'S
LARGEST HOTEL, THE SHERATON-PARK (Formerly Wardman Park)



Now Booking

"Now the biggest conventions, sales meetings and trade shows can come to Washington" . . . "3000 persons are not too many, 500 not too few—fits any-size meeting!"

Sheraton Hall is America's most advanced convention hall. Fully air-conditioned, sound-conditioned and light-conditioned, it has a suspended balcony and movable stage.

Planning a Trade Show? Sheraton Hall's exhibit space (*entirely separate*) will do it proud.

Having a lunch or dinner? You can entertain over 2,000—new banquet kitchens are on the same floor. There's Sheraton Closed-Circuit TV, too.

Sheraton Hall, largest in Washington, is a two-story addition to the Sheraton-Park Hotel—formerly the Wardman Park—ten minutes from the White House. Completely air-conditioned, the hotel has tennis courts, outdoor swimming pool, and sixteen-acre park.

Many leading organizations are already booked—from spring 1955 right into 1957. Protect your date. Contact Manager, Sheraton-Park Hotel, Washington, D. C. Telephone COLUMBIA 5-2000. Teletype WA 75.

OTHER LARGE SHERATON BALLROOMS AND CONVENTION HALLS

NEW YORK • Sheraton-Astor • Grand ballroom seats 3500 for meetings.

CHICAGO • Sheraton Hotel • Main ballroom seats 1400 for meetings.

PASADENA • Huntington-Sheraton • Main dining room seats 1000 for meetings.

CINCINNATI • Sheraton-Gibson • Roof garden seats 1700 for meetings. Ballroom, foyer and parlors, 1220.

BOSTON • Sheraton Plaza • Grand ballroom seats 1600 for meetings.

MONTREAL • Sheraton-Mt. Royal • Main ballroom

seats 1200 for meetings. Sheraton Hall, 1000, Champlain Room, 1000.

DETROIT • Sheraton-Cadillac • Grand ballroom seats 1000 for meetings.

SAN FRANCISCO • Sheraton-Palace • Garden court seats 1000 for meetings.

All Sheraton Hotels have facilities for meetings or conventions, large and small. Additional information, floor plans, menus and rates on request.

FOR YOUR NEXT CONVENTION
Contact Convention Manager, Sheraton Hotels,
at Sheraton-Park Hotel, Washington, D. C.

SHERATON THE PROUDEST NAME IN **HOTELS**

FEBRUARY 1, 1955



MERCHANDISING...! Here's a word that has more definitions than your old hound dog has fleas. Some common thoughts seem to appear in most of these definitions however. Merchandising is a process of furthering the effect of advertising. It builds brand recognition with dealers, and brings your product one step closer to the actual sale.

In other words, merchandising is the bridge between the advertising and sales departments. Today's Sales Managers are generally aware of the merchandising facilities of magazines to help sales teams build this bridge, and The American Legion Magazine Retail Advisory Council is the most unique of all these magazine merchandising plans. Here's how it works:

Your company trade mark and your product's quality is brought to the attention of nearly 3,000,000 Legion households through your company advertising in their own Magazine. And don't forget, when you advertise in The American Legion Magazine, your dealers know who you're talking to. They know this audience in their own communities. They may even be Legionnaires themselves.

And now your sales department gets into the act as over 15,000 Legionnaire owned and operated retail outlets (members of the R.A.C.) are alerted to your advertising program and are mustered as your sales team through periodic newsletters and seasonal promotion kits. But that's still not all.

Legionnaire consumers, remembering your advertising in their own magazines, go to these Legionnaire identified dealers where they ask for your product. You become a familiar member of the Legion community both at the dealer level and the consumer level. The gears of 3-way Legion loyalty mesh smoothly in a selling cycle that can be lubricated only through The American Legion Magazine.

Our new 4 pg. folder, "3-way Legion Loyalty" explaining all this, is just off the press. Write to us today for your free copy.

THE AMERICAN LEGION MAGAZINE



**Retail
Advisory
Council**

720 Fifth Avenue, New York 19, N.Y.

Sales Management

CONTENTS

FEBRUARY 1, 1955

ADVERTISING

How Salesmen Can
Use Ad Reprints

By Howard G. Sawyer, Vice-President in Charge of Plans
and Marketing, James Thomas Chirug Co. 78

Using Advertising as a Sales Tool—
No. 14 of a Series
This Ad Saves Salesmen's Time

By Warren A. Tipton, General Sales Manager, Mechanical
Goods Division, United States Rubber Co. 62

Max Shulman's Subdued Sell
Calls Collegians to Philip Morris 52

10 Reasons Why Ads Fail

No. 1: The budget may be inadequate, or the task may be too much . . . and No. 10: The objective is not clearly defined and therefore copy themes wander in various directions.

By Henry Obermeyer, Vice-President, Bozell & Jacobs, Inc. 66

CONTEST

They Couldn't Beat the Champ!

Mutual Benefit Life's insurance agents pitted their sales skill against the company's all-time champ, Matty Matson. Nobody beat Matson, who sold \$2.5 million in the contest month, but the company sales force set a new record. 60

MARKETING NEW PRODUCT

Prospects Think They Have
Four Good Reasons for Not Buying

Any one of the four objections would place a heavy burden on an established product. But how would you deal with all four motives for saying "no" to Kaiser's new shipping container? 56

**The Wizardry of Electronics:
Will It Cut Tomorrow's
Sales Costs for You?**

What Remington Rand is learning about applications of Univac to sales and other business functions suggests that mechanization may soon bring about management revolution. Are you studying the trend—or ignoring it?

By Lawrence M. Hughes, Feature Editor 42

MEETING ROOM

Hiram Walker's Meeting Room
Has Everything

It is skillfully designed to provide both for audience comfort and for ease in seeing and listening. 74

RESEARCH

What Are the Real Reasons
People Buy Today?

By Ernest A. Dichter, President, Institute for Research in Mass Motivations, Inc. 36

SALES AID

Appliances A-Wheel

Using a specially equipped trailer as a traveling showroom, Toastmaster Products Division of McGraw Electric is now able to display and demonstrate its products to hotel and restaurant operators across the nation. 39

SALES CONTROL

Sales Supervision by Push Button

Problem: Find a better way to obtain maximum business from each territory covered by individual salesmen. Solution: Adapt sales administrative routine to push button tabulating procedures.
By John M. Gilliam 70

SALES TRAINING

Sylvania Plays Game
In Training Salesmen

It's like bingo; it's like a quiz show; it's on records and it's called Tune-O. What does it do? It puts a challenge into training and makes salesmen want to know the answers.
By Etna M. Kelley 76

Building a Sales Force
On a Five-Year Plan

Clary Multiplier treats sales training as it does production planning—on a long-term basis; holds clinics to instruct branch managers in hiring and developing top-caliber salesmen. Results after one year of clinics: sales up 25%. 48

DEPARTMENTS AND SERVICES

Advertisers' Index	99	New Books for Marketing Men	83
Comment	27	Sales Trends (Retail)	90
Executive Shifts	65	Scratch Pad	100
High Spot Cities	90	They're in the News	40
Human Side	20	Tools for Selling	68
Letters	8	Trends	33
Worth Writing For	84		



For \$150 to \$160 a month Mr. IEN will deliver your sales message to the 64,000 product selecting officials in the 40,000 plants throughout all 452 industries making 4/5 of the national product.

At the average cost of \$18 per sales call it would stand you \$1,152,000 to contact this audience once with personal selling.

According to a recent McGraw-Hill survey, in the years 1955-57, manufacturers are planning to invest 61% of their capital expenditures in modernization.

Modernization in production calls for modernization in marketing. And that means more sell in your advertising dollar.

The IEN PLAN is the most modern, the most dollar-effective marketing system to U. S. industry yet devised.

Why not let Mr. IEN help you to modernize your industry coverage in the years ahead? Your salesmen will sell more when assisted by Mr. IEN... doing that part of your selling job which he can do better for less.

More than 2,000 increased circulation...
no change in rates!

At the
PLANT MAINTENANCE AND ENGINEERING SHOW
in Chicago, January 24-27
Visit PRODUCT INFORMATION HEADQUARTERS,
the IEN-TR Exhibit, Booth 329

**Industrial
Equipment
News**

THOMAS PUBLISHING COMPANY

Details?
Send for complete DATA FILE



461 Eighth Avenue, New York 1, N. Y.
... Affiliated with Thomas Register



FOUNDED 1933

Soon you can enjoy this new speed
...new restfulness of flight



TRANS-CANADA AIR LINES

introduces to North American travellers
the incomparable



VISCOUNT

Powered by Rolls-Royce propeller-turbine engines

Be one of the first to experience the hushed speed, the remarkable lack of vibration achieved by the Viscount with its Rolls-Royce propeller-turbine engines. On European air routes, where it has already logged more than 200 million passenger miles, this amazingly smooth four-engine airliner has won instant acclaim. The Viscount will soon be flying U.S.-Canada and Canadian inter-city routes.

You'll like the panoramic view from

its extra-large windows, the spacious comfort of its smartly appointed interior and two-abreast seating, the even air-conditioning of its pressurized cabin. On your very first trip you too will agree that "To fly Viscount is to prefer Viscount". No extra fare. Consult your travel agent or the nearest office of Trans-Canada Air Lines in New York, Chicago, Detroit (Windsor), Cleveland, Boston, Seattle - Tacoma, Tampa - St. Petersburg, Los Angeles.

GROUP TRAVEL AND CONVENTION DISCOUNTS



TRANS-CANADA AIR LINES

One of the world's great airlines



EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. Lexington 2-1760

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ASSISTANT DIRECTOR.....Edward S. Hoffman
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$15.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production office: 1200 Land Title
Bldg., Philadelphia 10, Pa.; Philip Harrison, Gen-
eral Manager; Robert Letwin, Editor.

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W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorpo-
rated PROGRESS, is published semi-monthly on
the first and fifteenth except in May, September
and November when it is published on the first,
tenth and twentieth. Affiliated with Bill Brothers
Publishing Corp. Entered as second class matter
May 27, 1942 at the Post Office, East Stroudsburg,
Pa., under the act of March 3, 1879. Publication
(printing) offices, 34 North Crystal St., East
Stroudsburg, Pa. Address mail to New York office.
Copyright February 1, 1955 by Sales Manage-
ment, Inc.

Member



February 1, 1955 Volume 74 No. 3

BBDO Newsletter

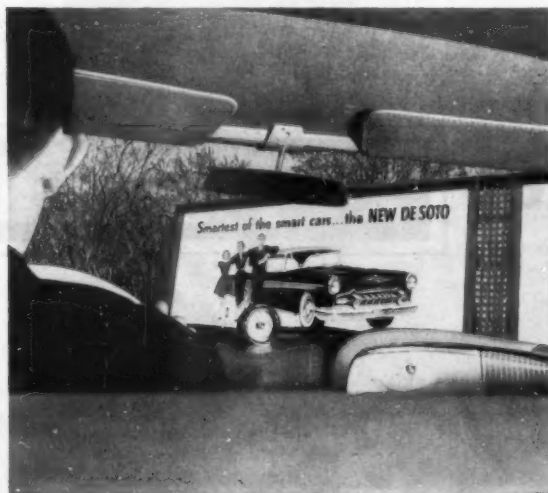
- 1 Boston Spectacular
- 2 Standout Display
- 3 Smart Series
- 4 Sh-h-h



1 Founded 1784, The First National Bank of Boston is among the first to sponsor a spectacular in the heart of this historic city. About 28 by 55 feet in size, the Donnelly display features a plaque with interior lighting, and a cut-out of the Boston skyline. Even the John Hancock Building flashes its familiar red and blue beacon. The First National Bank, a client of 32 years, is served by BBDO Boston.



2 To introduce its new theme —“Schenley brings back The Golden Age of Elegance”— Schenley Industries, Inc., gives New York and Boston commuters an elegant touch in car-card advertising. Popping out from each 33-by 21-inch card is a plastic model of a Schenley Reserve bottle. Seen by about 341,000 daily, the campaign has received good comment, both from the trade and its public.



3 “Smartest of the smart cars” . . . the 1955 De Soto is bound to keep company with smart, attractive people. That’s the idea behind this new poster series. Straight-forward and simple, each poster has three basic ingredients: the theme line, a beautiful De Soto and an interesting situation involving its proud, forward-looking owners. The posters appear nationally, get frequent changes.



4 A bedtime story tells itself without words in this 20-second TV commercial for Vicks VapoRub. The cartoon tale begins as daddy is awakened by his little girl’s coughing. Like magic, Vicks comes to the rescue. Father and daughter go blissfully to sleep. The commercial winds up with a full-screen shot of the VapoRub jar as the announcer says, “Vicks VapoRub! What a comfort!”

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT • DALLAS • ATLANTA



To help your salesmen step ahead of competition

Put the strength of



into your



138,000 Management, Production, Engineering and Purchasing
executives in metalworking read it . . . use it . . . depend upon it!



advertising program

- *"Every sales executive worth his paycheck should study this book."*—HARRY R. WHITE, Sales Executive Club of N. Y.

How to Build Profit Value in Your Sales Dollars

NEW—A complete program for sales managers and company heads who want to boost sales, improve profits, and cut costs—by JOHN D. CORRIGAN, nationally consulted management engineer and sales analyst.

Corrigan's 250-page book shows how to improve performance at each management level for better profits; how to use the profit-power formula to test pricing methods and selling policy; how to use the "break-even point" technique to find new selling opportunities.

Proved methods for directing salesmen, inspiring peak sales effort, from the author's 25 years of trouble-shooting for local retailers and giants like General Motors, Westinghouse.

Says FEN K. DOSCHER, Vice President, Lily-Tulip Cup Corporation: "Excellent! This book will help anyone to understand and apply scientific principles of sales management." **\$3.95**

Selling Forces

DONALD M. HOBART and J. P. WOOD
both of Curtis Publishing Company

COMPACT, READABLE appraisal of the principal selling tools at the command of business and industry today. Analyzes the various markets—industrial, mass, farm, women, special consumers—and tested ways to reach them; tells how to market new products, sell through supermarkets, organize sales force, etc. Illustrated. **\$5**

Cooperative Advertising

MOSHER STORY HUTCHINS
Cooperative Advertising Consultant

THE WAY TO MAKE dealer-manufacturer advertising pay! How to plan, produce, and sell sales-packed cooperative advertising. Separate chapter for each medium includes all details; advantages and disadvantages to the advertiser, pretesting advertising material, cost-sharing, dealer's follow-through, etc. Covers counter displays, newspaper ads, radio, TV, car-cards, etc. 73 illustrations. **\$6**

Send for these books. Save postage by remitting with order. Books returnable if not satisfactory. Address Dept. SM-4

THE RONALD PRESS COMPANY
15 East 26th Street, New York 10

LETTERS TO THE EDITORS

BE WARY OF OVER-OPTIMISM

I was glad to see the new issue of "Fancy vs. Fact" (SM, Jan. 1, p. 19). Please send 300 reprints with invoice.

For one reason or another I do not see the skeptics this January that I did a year ago. As a matter of fact everybody is so optimistic about the outlook for business in 1955 that I am somewhat concerned in the opposite manner. Namely, if everybody says that business is going to be good, I think there is a great danger that too many will sit back and wait for it to be good based on all these rosy predictions, and it is only by hard work that we will be able to attain the sales increases that various industry leaders have predicted.

Our own particular outlook for the spring season is a 6.8% increase in sales, heavier increases in the home furnishings and home modernization lines than in the big ticket appliance lines. As far as we are concerned, the year won't be a push-over by any means because we feel competition will be as tough as it has ever been in the history of retailing, but with good hard work there is no reason why we can't make it the biggest year this company has ever had. However, this is purely a personal opinion and while it might be supported by many members of this organization it could not be expressed as an official opinion.

H. M. Aberg

Sales Manager
Eastern Territory
Sears, Roebuck and Co.
Philadelphia, Pa.

► Careful readers of SM's "Trends" pages will note the striking similarity between what Mr. Aberg says about the dangers of over-optimism and what we wrote in our Jan. 15 issue (p. 33): "Most recessions and depressions are the direct result of preceding periods of rank optimism. When businessmen get too optimistic they slow down in their planning and their promotion and become wasteful in their expenditures." Just to set the record straight: Mr. Aberg's letter was dated Jan. 12 and arrived a week after we had gone to press with our Jan. 15 issue but several days before it came up from the printer. So we couldn't copy from his good letter, nor had he seen our editorial.

THE NEWSPAPERS SPEAK UP

The Milwaukee Journal (Wis.)

SALES MANAGEMENT does it again! I think the article by Frank Hubbard, ("Merchandising Help from Newspapers—Why Some People Get More Than Others," SM, Dec. 1, p. 54) was by all odds the sanest thinking and most complete of any I have yet seen on the perennial problem of merchandising service. I only hope that the thousands of im-

portant readers of SM will read this carefully and really take it to heart.

Arthur F. Hall

Manager, General Advertising

The Charleston Gazette (W. Va.)

This is indeed a wonderful article and states the case well for newspapers. I wish it could reach every retail salesman for a national concern from the local man right on to the supervisors, district and division managers and on into the home office. Mr. Hubbard has done a real service for the newspaper industry.

Wm. E. Grose

Manager, General Advertising

Lubbock Avalanche-Journal (Tex.)

I have just finished reading Mr. Hubbard's story for the third time. It is one of the best-written articles I have ever read. He has hit the nail right on the head in our particular position. We believe in merchandising cooperation. We base our merchandising on three things: (1) a new account that needs help badly to get into the market, provided there is a potential for future lineage; (2) a big campaign with lineage already scheduled; (3) a small advertiser who is consistent year in and year out. We try to limit our merchandising cooperation to the amount of revenue we take in, with the exception of sometimes giving a break to some of those smaller boys who are consistent or some of those who need help badly.

Fred H. Williams

National Advertising Manager

NEW YORK CENTRAL'S STOCK PLAN

That was a good piece on Mr. Wolfson in the Dec. 15 issue of SALES MANAGEMENT ("How Wolfson Rates Managers in His \$217 Million Empire," p. 36), but I am disturbed by the parenthetical, "Privately, he has criticized Robert R. Young for offering New York Central executives stock at bargain rates."

Mr. Young has made no such "offers." A stock purchase plan for employees and officers of the Central has been prepared and will be submitted to the shareholders for approval at the next meeting. The company has given the new president, Mr. Perlman, the right to purchase 30,000 shares of Central over a 10-year period, contingent upon stockholder approval of the plan. But the price for the shares will be the high on the date the contract was signed, and the same price formula will be used in any future rights to purchase. There is nothing "cut rate" about paying full market price. Furthermore, a feature of the plan is that officers getting these rights must agree to retain possession of the stock for three years after purchase.

Thomas J. Deegan, Jr.

Vice-President-Staff
New York Central System
New York, N. Y.

► We regret that both Mr. Wolfson

SALES MANAGEMENT

SALES OPPORTUNITY

Hundreds of firms are increasing sales—and reducing sales costs—through the planned use of Long Distance telephone service.

We have specific suggestions based on their experience which we'll be glad to pass along to you. Just call the nearest Bell telephone office. A representative will visit you at your convenience.

Unusual business opportunity



LONG DISTANCE RATES ARE LOW

Here are some examples:

New York to Philadelphia	50¢	Chicago to Pittsburgh	\$1.15
Cleveland to Indianapolis	90¢	Boston to Detroit	\$1.40
Atlanta to Cincinnati	\$1.10	Washington, D. C., to San Francisco	\$2.50

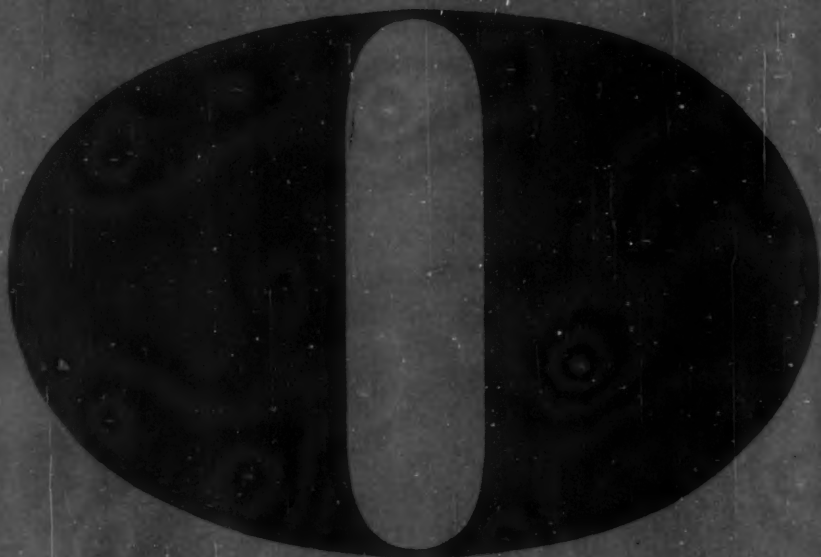
These are the daytime Station-to-Station rates for the first three minutes. They do not include the federal excise tax.

CALL BY NUMBER.
IT'S TWICE AS FAST.

BELL TELEPHONE SYSTEM



men who matter in



asked for this

Everything important in oil will be the unique province of Petroleum Week. This new communication service will keep men who matter posted on every phase of the oil industry -- by giving the big picture fast, by filling in important details too . . . through the important new technique of writing for variable-speed reading.

PETROLEUM WEEK

JULY 8, 1955

A MCGRAW-HILL PUBLICATION

Oil goes off not for one big oil union	9
Phillips case solution beginning to fall	11
Demand turns up again	13
Can cool stop the clock?	14
Biggest water-flooding project	18
How much more oil from gas cycling?	20
When banner oil comes back	31
What's behind the ref reforming boom	32
Why gasoline may get more volatile	36
Here comes the gas turbine	38
Pacific Northwest now battleground	46
Dealing the dealer in an public relations	49



communication service

**CROSS-COMMUNICATIONS • VARIABLE-SPEED READING
INDUSTRY-WIDE COVERAGE • FOR MEN WHO MATTER**

Men who matter in any industry need up-to-date knowledge of ALL phases of the business. This is particularly true of the dynamic world of oil—where technological advances combine with business practicalities, with trends in other industries, and with the state of the whole economy to determine the industry's course. Thus oil demands truly industry-wide, industry-deep communications.

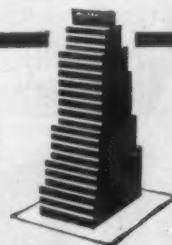
Today, no single magazine fills this communication requirement. In July, this need will be met—by **Petroleum Week**, a totally new type of communication service oil men tell us they need.

Petroleum Week will serve—indeed, was virtually designed by—the vigorous supervisory, management, engineering and technical men who are forging ahead in every phase of the oil industry. It will serve these men by keeping them abreast of every significant development, reported by a staff of oil specialists at the hub of America's industrial inter-com network.

You can make your plans now to put this vital new magazine to work for you. Publication begins July 8. Pilot copies are now available for your inspection from the McGraw-Hill office nearest you.

PETROLEUM WEEK

330 West 42nd Street, New York 36, N. Y.



A MCGRAW-HILL
PUBLICATION

FEBRUARY 1, 1955

11



ZIPPO

keeps your trademark right in your customer's hand

Suppose you could figure out a way to have your customers carry your trademark always with them, and look at it 20 or more times a day year after year? Here's how to do it! Just give them Zippos as business gifts. With your trademark on its gleaming surface, Zippo does the rest.

People are proud to get Zippos because of their superb quality. They use them because of their easy operation and downright faithfulness. And

once a fellow gets to using a Zippo, it seems to become part of him. He misses it too much to leave it behind. It goes into action at meetings and banquets—everywhere from theater parties to camping trips.

Every Zippo is guaranteed to light easily, anywhere, always. That gives your trademark or slogan the utmost mileage. The investment is modest—the prestige value very high. Mail coupon for all details.



ZIPPO®

LIGHTS EASILY...ANYWHERE...ALWAYS

ZIPPO MANUFACTURING COMPANY, BRADFORD, PA.

In Canada: Zippo Manufacturing Co., Canada Ltd., Niagara Falls, Ont.

**Zippo Manufacturing Co.
Dept. S-4, Bradford, Pa.**

Please give me full information about business gift Zippos—prices in large or small quantities, time of delivery, opportunity to use color, and the help your design department will give us in making a beautiful and distinctive gift.

Name _____
Firm _____
Address _____

and SALES MANAGEMENT were in error.

GOOD SELLING AMMUNITION

Please send 25 reprints of Mr. Hood's article, "Twenty Things To Do Before Cutting a Price" (SM, Dec. 1, p. 62). We, as does every other sales department in the country regardless of whether it is in the manufacturing, distributing or retailing field, receive reports of competitive price cuts quite regularly, and in chasing down the infractions we find that 90% of them have no basis. I feel quite sure that if we could get copies of Mr. Hood's article into the hands of our men it would most definitely keep these reports at a minimum.

William H. Stevenson

Sales Manager
Oval Wood Dish Corp. (mfrs.)
Tupper Lake, N. Y.

ADVERTISING EXPENDITURES

In your Jan. 1 issue (p. 57) you list Future Sales Ratings for the next quarter. The very first item listed is "Advertising" and according to you its relative size is between \$2 and \$4 billion. . . . Wonder why you rate this, the advertising industry, so small? According to the last figures I have seen the advertising industry will spend close to \$8 billion in 1954, and more in 1955. Why shouldn't advertising therefore be up in the "B" classification—\$7 billion to \$8 billion?

F. B. Rogger

Publisher
Everybody's Daily
Buffalo, N. Y.

►Up until now, figures for advertising in our Future Sales Ratings feature covered only *printed* advertising—newspapers, magazines, farm papers—and did not take into consideration advertising dollars spent on radio and TV. Mr. Rogger's point is well taken and effective with the next instalment of that feature (April 1955) that change will be made, with the estimates for advertising expenditures accordingly upped.

A TOAST TO THE FARMER

The Hammond Organ story (SM, Jan. 1, p. 22) should have a very beneficial effect on many marketing men. I like very much the stress on the qualitative character of the farm market. We know it exists and a few indicators like your own article are all to the good. Thank you very much for the splendid contribution to a better and truer understanding of what the farm market stands for and what it represents.

Charles H. Ficke

Sales Manager
Better Farming
Philadelphia, Pa.

SALES MANAGEMENT

What makes a salesman a top producer?

... and how can you develop more of
your salesmen to the top producer level?

2000 companies now employ *Research Institute's* new method for developing in salesmen that certain "something" that top producers have that enables them to get so much more business than salesmen who lack the "X" factors.

This new approach to sales development is different from anything you have ever seen. For the first time in history a triple A-1 independent research organization with a 5 million dollar research budget has explored the vital "X" factors of selling that enable some salesmen to get so much more business than others.

Five years of research went into the development of this plan, plus a penetrating study of the pooled experience of more than 30,000 *Research Institute* member companies. Years spent in testing thousands of salesmen served not only to isolate the "X" factors of successful selling, but pointed the way to a new "whole man" concept of developing these highly desirable sales attributes in men who have not come by the "X" factors naturally.

salesmen like the plan and USE it

This is much more than a sales training program. It *develops* the salesman — develops the "whole man" — gives him self-confidence, engenders high enthusiasm and the ability to think creatively. It creates a feeling of importance to society; develops the right attitude toward company, job and customer.

Obviously we can't make a star salesman out of every man you have. But, superimposed upon your own training with respect to your product, the *Institute* program employs the power of the "third party" influence to develop the desirable traits that the immediate superior in a salesman's own company sometimes finds so difficult to instill.

This is a solid, adult approach to developing salesmen. It's neither abstract and theoretical, nor is it shot-in-the-arm "stimulator" stuff that soon wears off.

special program for smaller companies

Recognizing the difference in the problems of smaller companies with, say, one to eight salesmen, the *Institute* has developed a modified program designed to work with very little supervisory direction and priced within the reach of the smallest concern.

it's easy to find out how well this will work for you

Half an hour with our representative should do it. Regardless of any decision you make you will get enough good sales ideas to repay you many times over for the time you take to see how other sales executives use our plan to make more of their men top producers.

We urge you to fill in and mail the coupon. We'll work out a meeting date convenient to you.

a few of the 2000 companies now profiting by sales membership in *Research Institute*

Alexander Smith, Inc.
Archer Daniels Midland Co.
Armstrong Furnace Company
Central Motor Lines
Coca Cola Bottling, Los Angeles
Crown Zellerbach Corp.
A. B. Dick Co.
Friden Calculating Machine Co., Inc.
General Bronze Corp.
General Mills, Inc.
Greenwood Mills, Inc.
Chas. R. Hadley Co.
Maxwell House Div.—
General Foods Corp.
San Francisco Examiner
Hotpoint, Inc.
Western Air Lines, Inc.



Research
Institute
of America



FREE—analysis on how to sell against price competition

This typical R.I.A. sales analysis on the subject of ways salesmen can cope with price-cutting competition explains how to take price discussion in stride; how to build up value; how to put price and value in a perspective that is favorable to you. It includes a fascinating card trick that dramatizes the relationship of value to price.

The analysis takes an honest look at price in relation to value; points out specific ways to increase your business in spite of increasing price resistance. It demonstrates strategies that top salesmen find effective.

More than two dozen tried and proved methods are presented in simple, understandable form so that any salesman can understand them, see how they will fit his own sales situations and put them to work on his very next call to get business for you; business that he would surely lose if he did not know how to handle price competition!

A copy is yours for the asking.

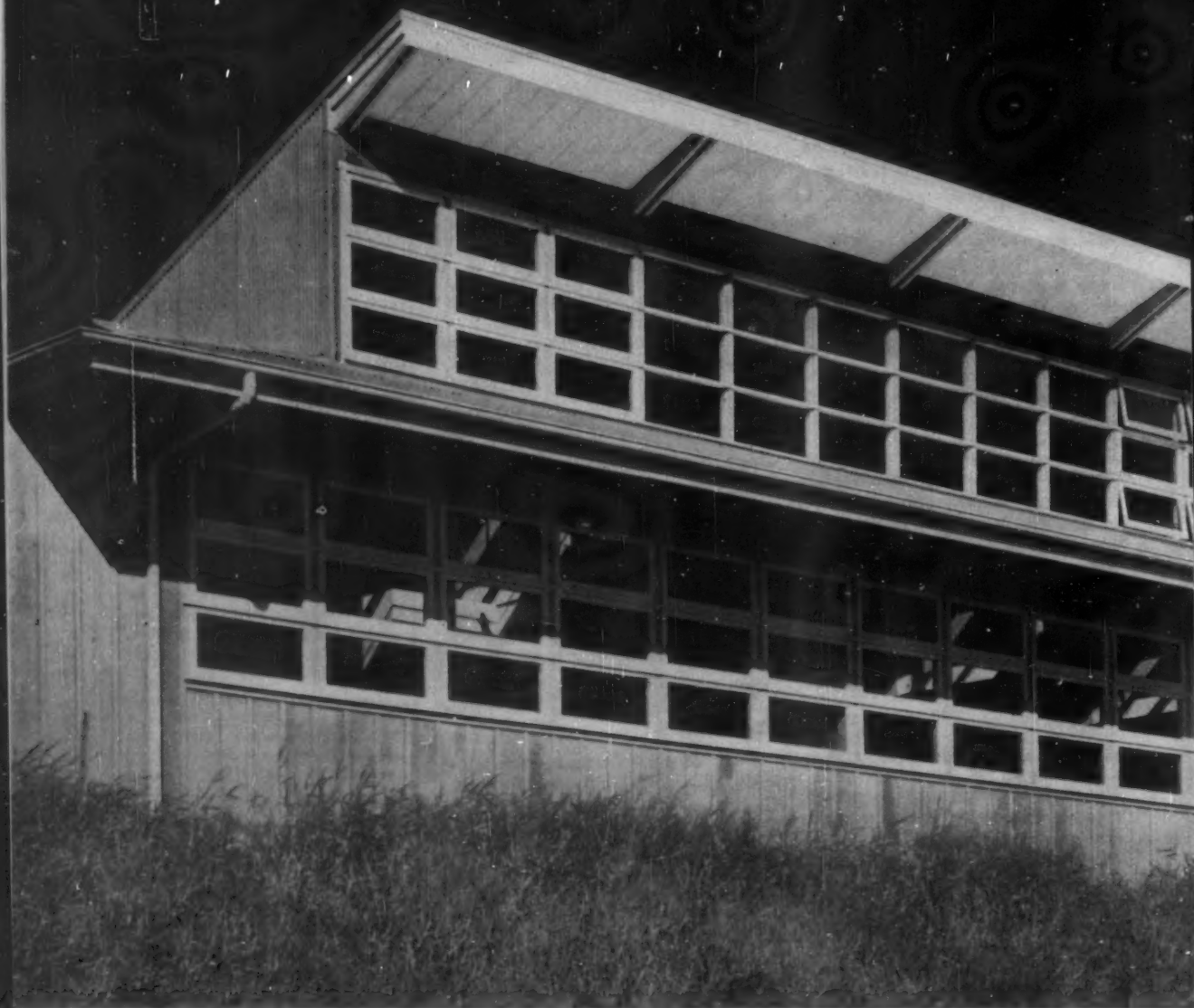
Research Institute of America SELLING AND MERCHANDISING DIVISION

Department 14
589 Fifth Ave., N. Y. 17, N. Y. • Plaza 5-8900

- ☐ Please send me the free sample sales analysis, "PRICE or VALUE, which looks bigger?"
- ☐ I'd like to hear more about how other companies use your new sales development plan to improve sales performance.
- ☐ I'm especially interested in the special program for smaller companies.

Name _____
Title _____
Company _____
Street Address _____
City _____ Zone _____ State _____

JANUARY 1955 SETS A



1. Top Readership

Architects and engineers have steadily voted Architectural Record their preferred magazine in 64 out of 71 readership studies sponsored by building product manufacturers and advertising agencies.

2. Top Verifiable Market Coverage

The Record's consistent coverage of those architects and engineers who plan over 85% of all architect-designed building (nonresidential and residential, small and large) is documented by Dodge Reports.

We urge you to investigate the ways in which Architectural Record can help make 1955 your record year. For more information on how Architectural Record can help you reach your sales goals, just fill in and return the coupon at right.

RECORD HIGH!

Architectural Record's January 1955 issue carries the largest advertising volume ever published in a January issue of an architectural magazine.

This means two things of importance to you:

- 1** Manufacturers of quality building products now concur in the forecasts of F. W. Dodge Corporation and others that 1955 will be the biggest building year in history—offering great rewards for effective advertising and selling.
- 2** Building product manufacturers and their advertising agencies are convinced that Architectural Record provides the most effective and economical medium for advertising to those architects and engineers who design four-fifths of all U. S. building.

This is a long established conviction. Year after year more building product manufacturers and their advertising agencies place more pages of advertising in Architectural Record than in any other architectural magazine*—for the three basic reasons listed below.

*41% more than the second magazine in the field,
58% more than the third magazine, in 1954.

3. Top Circulation Where It Counts...

Among architects and consulting engineers.



Architectural Record

"Workbook of the active architect and engineer"

119 West 40th Street, New York 18, N.Y. • OXford 5-3000

Please send me more information on how Architectural Record can help us capitalize on our sales opportunities in the building market.

We make these products: _____

Name _____ Title _____

Firm _____

Street _____

City _____ Zone _____ State _____



means . . .

WBZ+WBZA—Boston, Springfield—51,000 Watts

KYW—Philadelphia—50,000 Watts

KDKA—Pittsburgh—50,000 Watts

WOWO—Fort Wayne—50,000 Watts

KEX—Portland—50,000 Watts

WBZ-TV—Boston—Channel 4

WPTZ (TV)—Philadelphia—Channel 3

KDKA-TV—Pittsburgh—Channel 2

KPIX (TV)—San Francisco—Channel 5

WBC means sales . . . **WBC** means audience . . . **WBC** means audience-action. Because WBC stations have the power and the people who know how to use that power to make listeners react. For rates and availabilities, contact Eldon Campbell, WBC National Sales Manager, PLaza 1-2700, New York.

WESTINGHOUSE BROADCASTING CO., INC.

KPIX represented by THE KATZ AGENCY, INC.

All other WBC stations represented by FREE & PETERS, INC.

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NOW
WBC means
KDKA-TV

Formerly **WDTV**—Channel 2

*Pittsburgh's First
Television
Station*



Going forward on the double

In the few short weeks since The Mirror obtained the name, circulation lists and 25 best features of the Daily News, here is what has happened in Los Angeles:

Mirror-News circulation has skyrocketed. Readers have been quick to turn to the newspaper which added such great features as Drew Pearson, Earl Wilson, John Crosby, Eleanor Roosevelt, Red Smith, Matt Weinstock (a top local columnist) and many other prominent writers, special information and entertainment panels, and a host of popular comic strips. Incorporating such assets with a standing stellar feature line-up and a vigorous, paced-for-the-young news and editorial policy has made The Mirror and Daily News the greatest "two for one" value in Western newspaper history.

Mirror-News advertising has increased quickly. Many former Daily News advertisers immediately recognized this new force for double impact and sales and are now regularly scheduled in the columns of The Mirror and Daily News. Users of all media in America's third largest market have been and are making revised plans to capitalize on this new, two-edged selling tool.

Now is the time for you to get the *new* Los Angeles story. Each passing day brings more evidence of results for advertisers using The Mirror and Daily News. Write, wire or call the newspaper or its national representatives, O'Mara and Ormsbee in New York, Chicago, Detroit and San Francisco for latest details.

EDITOR AND PUBLISHER

The MIRROR and DAILY NEWS, Los Angeles

REPRESENTED BY O'MARA AND ORMSBEE, NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO

SALES MANAGEMENT

The official scores for 1954 are in.
More than ever before, advertisers
everywhere have come to know the
unmatched *power* of FARM JOURNAL!

Advertising investments in the six leading farm mag-
azines—January through December 1954—P.I.B.

NATIONALS

FARM JOURNAL	\$9,760,683
Country Gentleman	\$7,112,883

REGIONALS

Progressive Farmer	\$6,006,202
Successful Farming	\$4,418,845
Capper's Farmer	\$2,552,343
Farm & Ranch	\$1,943,776

FARM JOURNAL

America's largest, most successful farm magazine

Graham Patterson
Publisher

Richard J. Babcock
President

How to subpoena more eye witnesses

Life Magazine
coverage in America's
11th county: 17%

Newark Evening News
coverage in Essex
County, New Jersey:

70%

THE HUMAN SIDE



CHILDREN SHOULD BE SEEN . . . and with Wurlitzer's brand-new Electronic Piano they needn't be heard when they practice. The pretty little piano comes with a special earphone attachment which makes it inaudible to all but the wearer.

Maybe You Can't Play It But You Can Carry This Piano

They used to laugh at the man who sat down at the piano. But his son is getting some raised eyebrows by showing up at parties carrying one! This state of things has come about through the courtesy of The Rudolph Wurlitzer Co., De Kalb, Ill. The venerable company, with whose instruments our grandmothers used to be the life of their particular generation's parties, has perfected and is selling a tiny, compact and, according to Wurlitzer, "amazingly versatile" electronic piano. It weighs less than 75 pounds.

We had one of Wurlitzer's demonstrators tickle the ivories for us and, if we can believe our tone-deaf ears, the piano sounds fine. None of that irritating "electronic whine" you used to get on some manufacturers' electronic organs.

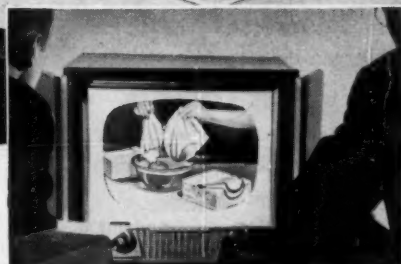
"It is a 64-note job," said the demonstrator, as he shifted from "Humoresque" to "Nola." He added that it is fun to play and that most children are going to cry to do their practising. But the nicest thing he said was that by plugging in a special earphone jack the piano is silent to everyone except the person who is wearing the earphones. To parents of not-quite-prodigies this is the greatest invention since ear plugs.

The piano has a built-in volume control which allows the player to regulate the volume to suit the occasion. For such eyes as New Year's, for instance, the piano can be turned up to lease-breaking volume. Or it can be tuned down to a Young Lovers' Hush.



Here was a new kind of paper napkin developed by the Scott Paper Company. It was strong even when wet. Creative imagination devised a series of tests to dramatize this

"wet strength." Now, which among these tests would be most dramatic to TV audiences? *Twenty-five* experiments were made on a "live" camera in the Thompson TV Workshop...



While these tests were being made in our TV Workshop they were being viewed under *actual broadcast conditions* on sets in the J. Walter Thompson Company office. Thus, it was possible to pick the most effective demonstration... the famous Scotkins "apple dunking" test

First birthday of TV Workshop

The J. Walter Thompson Company Television Workshop has just celebrated its first birthday.

A fully equipped studio, it has a Dage television camera, 16mm sound motion picture cameras, projectors, control booth, recorders, monitors, flats, drops and batteries of kliegs.

Thompson's TV Workshop is a means to insure that the quality of a finished commercial measures up to the quality of the creative imagination.

The Television Workshop bridges the gap—both *costly and time consuming*—between the original conception of a television commercial and its visualization, either live or on film.

The Workshop's Master Control panel is *connected* directly, by *private coaxial cable*, with J. Walter Thompson Company's office.

When a new commercial is being created, Thompson people can gather at sets in the office and watch its development.

They can see what the commercial will look like

to television audiences *before* incurring the costs of final production. Or they can view auditions of talent or pilot films under *actual broadcast conditions*.

Thus, without waste of expensive time, flaws are picked up and eliminated. Recommendations can be made immediately. *Good* ideas are made better and better. The end result is a higher standard of quality in commercials at a saving of time and money.

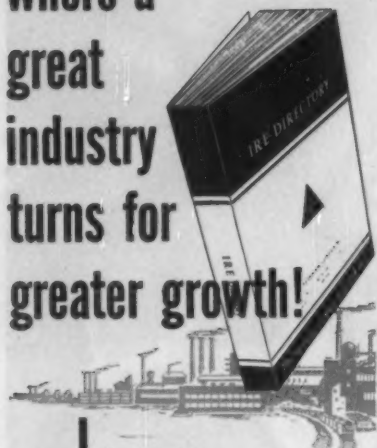
If you would like to see the Workshop in operation, to learn more about our research in production techniques, and the strides made in filmed color for TV, write to Dept. S-2

J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N. Y.

New York City, Chicago, Detroit, San Francisco, Los Angeles, Seattle, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne

Where a great industry turns for greater growth!



In the annual **IRE DIRECTORY**, a complex radio-electronic industry is organized, coded, simplified and "indexed for use." Men, firms, products—all are listed as vital working information for 35,000 **IRE** members who feed on facts to give their vast industry even greater growth.

Never before has there been such need for standardization of products used, bought and sold in the radio-electronic field. The **IRE DIRECTORY** is pioneering and helping to establish industry-wide product standardization including definition of terms.

Because of its recognized service to engineers, because it is their industry encyclopedia, the **IRE DIRECTORY** is your basic selling medium in which one message works 365 days of the year. In planning next year's budget, set aside sufficient funds to put your best facts forward in the 1955 **IRE DIRECTORY**.

Engineers are educated to specify and buy.

IRE DIRECTORY



Published by

The Institute of Radio Engineers

Adv. Dept., 1475 Broadway,
New York 36, N. Y. BRyant 9-7550

You can transport the instrument in the trunk of your car if you want to show off your technique at the keyboard to someone who can't get to you—or who refuses to. Just remove the snap-on keyboard cover, plug it into an 110 AC outlet and you're ready to play. Or move it from room to room.

The little piano is quite modern in appearance. It is finished in an attractive and durable cinnamon brown pebbled finish, has smart wrought iron legs and a graceful music rack. You can buy it with accessories—sustaining pedal, wrought iron leg table and matching bench.

But the best thing about it, if you have a beginner in the family, is that earphone detail. Only one thing, the demonstrator pointed out: "Be sure that the child is really practicing. There will probably be instances where smart kids will figure that what the parents can't hear won't hurt them."

Collection Recipe: Season Duns With a Laugh

You may have thought that every polite—and not-so-polite—method of collecting bad debts or prodding lagging bill payers had been tried. But Percy Barker, who heads Monogram of California, San Francisco (that made \$3.5 million in '54 selling laughs and "fun stuff") thought up a new one. It put so many of his delinquent customers into stitches that a lot of them wrote Percy checks.

Since Percy's firm manufactures gimmicks, gadgets and cards with a laugh as their appeal, he reasoned that he shouldn't get grim over a little matter of unpaid bills. He had some cheerful, colorful waste-paper baskets made up. Across their fronts in black two-inch letters were the words "UNPAID BILLS."

Then Barker picked some of his slowest accounts, sent them the baskets. With each basket went this letter, personally addressed and signed:

"Dear _____,

"You have been a valued customer of ours for many years. Now I see that your payments of our invoices have been somewhat delayed.

"I am enclosing a new 'file.' We suggest you file your unpaid bills in this 'circular file.' But please hold out our invoices. Make a check to cover these and mail it to me in grateful acknowledgment of this new filing system we hereby give you.

"Believe me, I'll be grateful, too."

Yep, it really worked. Barker sent out 30 of the baskets. Not only did he get back good-humored acknowledgments of the gift—he got a flock of checks as well!

In May he took along a few of the baskets with him to the stationers' show in New York. Visitors spotted his gag, wanted to buy it. Barker had to go back to San Francisco and start production.

It wasn't long before he had sold 60,000 baskets and they're now standard items with his firm. If you must have a moral, try this: "Laugh and the world laughs with you. Weep and no one pays his bill."



SUCCESS IS IN THE AIR



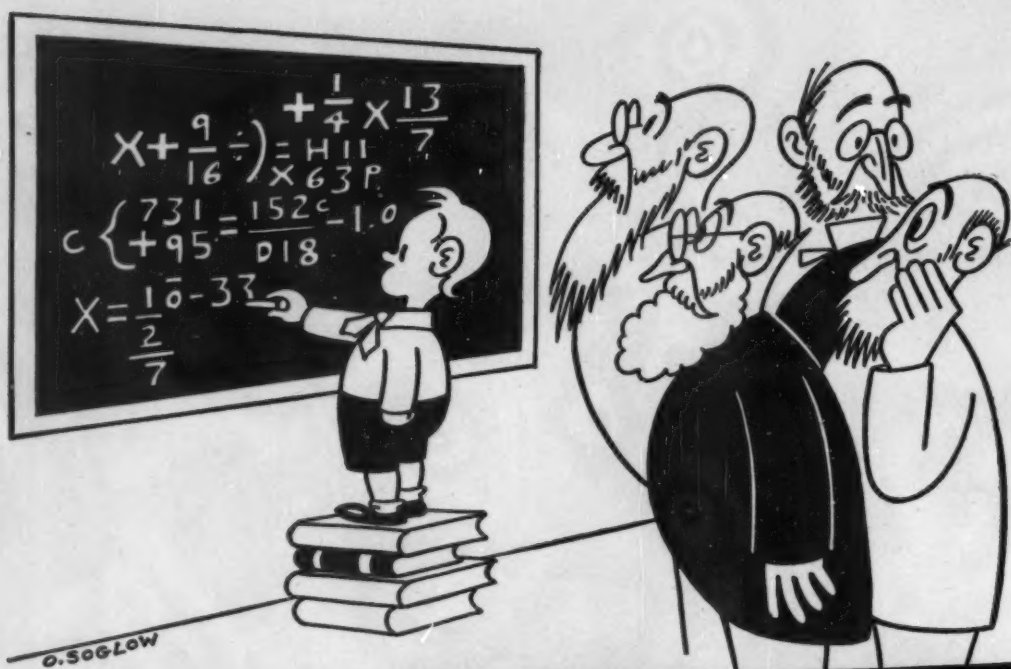
Men who've learned the secrets of success have first learned the importance of swift, dependable air travel — find it at its best in a luxurious Capital Constellation. That's why more and more businessmen always fly Capital! They make "hurry-up" deliveries, too, by low-cost Capital Airfreight.

Over 500 Flights Daily between 75 Major Cities

General Offices: National Airport,
Washington 1, D.C.

Capital
AIRLINES

FEBRUARY 1, 1955



You'll be surprised at these figures !

Thanks to the thrift of employed Americans and the cooperation of 45,000 companies which have enrolled more than 8,000,000 men and women in the Payroll Savings Plan—

- Sales of E and H Bonds (H Bond is the current-income companion piece of the E Bond, sold only to individuals and purchased in larger denominations by executives) in 1954 totaled \$4.9 billion, a new peacetime record.

- Sales in 1954 exceeded *all redemptions* in that year of matured E Bonds and unmatured E and H Bonds by more than \$400 million—the highest net amount since 1949.

- Cash value of E and H Bonds outstanding reached a new record high of \$38.2 billion, a gain of \$1.5 billion in 1954.

- This \$38.2 billion cash holding by individuals represents 14% of the national debt. Never before has the national debt of our country been so widely held.

These figures, far more effectively than mere words, tell the story of The Payroll Savings Plan—why it is good for America, why it is good for business. If you do not have the Plan, or if you have the Plan and your employee percentage is less than 50%, phone, wire or write to Savings Bond Division, U. S. Treasury Department, Washington, D. C.:

The United States Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the Advertising Council and

SALES MANAGEMENT





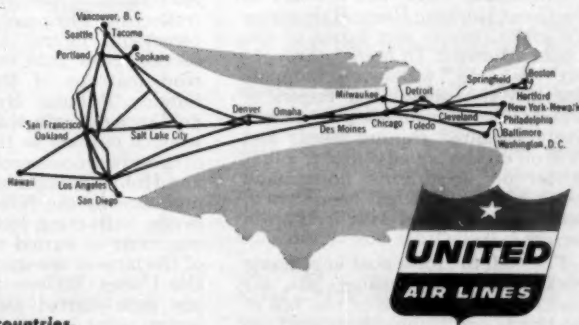
For split-second timing, Time Magazine picks United Air Lines' dependable Air Freight

You know that United Air Lines Air Freight is fast—but do you know how *dependable* it is? Here's what the traffic manager of TIME Magazine says about United Air Freight: "Shipments on United from Chicago to New York worked out exactly as planned. Our operation began 10 minutes faster than our very best and closest calculations. Those ten minutes are of incalculable value to us."

So whatever *your* shipping problems . . . saving time or storage space, opening new markets, meeting stepped up competition—your local United Air Freight service can offer you valuable help. Offices in principal cities coast-to-coast. Also write for United's new booklet, "Industry's Flying Partner," Cargo Sales, Dept. B-1, 5959 S. Cicero Ave., Chicago 38, Illinois.

More than 254 United flights daily

... Air Cargo on every one



New world-wide Reserved Space Air Freight now available to 84 countries.

FEBRUARY 1, 1955



What makes a newspaper great?



Christmas, 1954, was the day of the Great Rocking Horse Ride across the cities, towns and farms of the Upper Midwest. In homes throughout the area, wide-eyed moppets clutched the saw-nicked fingers of proud fathers for support, apprehensively mounted shining steeds and took off on the big adventure: a first canter on a genuine homemade rocking horse that had been sawed, sanded and suffered-over by Pop in person.

The Call to Horse that kept home workshop lights burning late for weeks was issued late in the fall in the Home and Hobby Section of the

Minneapolis Sunday Tribune, when simple directions for constructing an old-fashioned rocking horse were first described. Plans offered to interested hobbyists were soon being mailed out at a 300-a-week clip.

This runaway response came as a mild surprise even to the Home and Hobby Section staff, a group of dedicated do-it-yourselfers who operate in a region long famed for its home handicraftsmen. In less than a year, reader passion for home improvement (reflecting Minnesota's 71% home ownership figure) has helped the section grow into one of the best-read features of the Minneapolis Sunday Tribune. By giving skilled guidance on everything from simple wooden cutouts to the construction of three bedroom ramblers, the Home and Hobby Section has racked up an audience in the hundreds of thousands, attracting letters, questions, comment as varied as the interests of the largest newspaper audience in the Upper Midwest. And at least one man started building his new home using only the Home and

Hobby Section story about it—had to put through a last-minute call for an editor's help when the plans he sent for didn't arrive soon enough.

The enthusiasm with which the Home and Hobby Section is read, talked about and acted upon reflects the thoroughness and scope of its coverage of items of reader interest. Such reader response is a cover-to-cover characteristic of the Minneapolis Star and Tribune—newspapers which have earned the respect and appreciation of their audience not only as complete, reliable, well-edited reporters of the news but also as lively companions, helpful neighbors and dependable friends.

Minneapolis
Star and Tribune
EVENING MORNING & SUNDAY

620,000 SUNDAY-485,000 DAILY

JOHN COWLES, President

SALES MANAGEMENT

COMMENT

If You Don't, Another Salesman Will

This is the year of the intensified search for customer values. To the ultimate consumer it doesn't make one whit of difference whether the people who purchase raw materials and parts discover the extra value, or whether vendors make the extra values available. But the salesman who happily looks forward to renewal of his "standard" purchases by customers is in danger, if he doesn't take the initiative in bringing those extra values to the customers' attention. Otherwise he'll find that a competitive salesman has beaten him to it. And the competitive product may even cost more than the one it replaces.

The ultimate customer for every product expects and demands—and gets—a steadily improved product. There cannot be improvement in a product without change. And each salesman has an obligation to contribute to that improvement.

The search for value goes on in an organized manner at the General Electric Co. A value analysis section was set up in 1947. Among representative tests for value General Electric gives to the materials it buys are these 10:

1. Does its use contribute value?

General Electric found, for example, that it was buying 500,000 condensers at 10 cents each to use across contacts of a relay. The value analysis section found that the condenser did not add value; it was eliminated. Saving: \$50,000 per year.

If the salesman had suggested a total elimination of this part, he would have been doing himself out of 100% of the sale. But did he add anything to his reputation for looking after his customer's interest by failing to do so?

2. Is its cost proportionate to its usefulness?

3. Does it need all of its features?

4. Can a usable part be made by a lower-cost method?

5. Can a standard product be found which will be usable?

6. Is it made on proper tooling, considering quantities used?

General Electric found, in this instance, that a stainless weld nipple, costing 20 cents, had been bought in relatively small quantities and then reworked to the desired condition. Upon reanalysis by the purchasing department, it was discovered that production requirements had stepped up sufficiently so that it was now economical to produce large quantities and to make them on an automatic screw machine. Accordingly, the cost of each unit was reduced five cents. Shouldn't an alert vendor salesman have spotted this opportunity and called attention to the cost saving?

7. Do material, reasonable labor, overhead, and profit, total its cost?

8. Will another dependable supplier provide it for less?

9. Is anyone buying it for less?

The search for cost reductions through value analysis should not be confused with chiseling of price.

How to get local business 700 miles away

It's 762 miles from Atlanta, Ga., to New York, N. Y. But Atlanta's Citizens and Southern National Bank does a lot of business in Atlanta because of every-other-week advertising in The New York Times.



James P. Furniss, vice president and advertising manager, tells how:

1... "Research shows that many firms doing business in Georgia and the South have New York home offices;

2... "Association of our name with The Times—and its reputation for accuracy and completeness—gets across the idea that quality is the essence of our service."

The bank's New York representatives find widespread and growing awareness of Citizens and Southern, and the kind of job it is doing.

"Advertising in The New York Times is in good part responsible," Mr. Furniss declares. "That's why we plan to continue advertising in The New York Times indefinitely."

Just as The New York Times sells bank services successfully, it also sells hundreds of other products and services with economy and profit. It can sell more for you, too. Get all the facts.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

Are requisitions turning into...



Orders for you ?

Successful salesmen learn early in life that selling doesn't stop with the man who writes the requisition. To get the order, they know they have to sell the PA—the man who writes the order—the man who *selects your company as a source of supply.*

That's why they make certain the PA knows their product story.

Advertising in *PURCHASING* Magazine can help you sell the PA and keep him sold. The unchallenged leader in its field since 1915, *PURCHASING* gives you the largest available coverage of industrial purchasing executives. The fact that more than 80% of *PURCHASING*'s readers renew their subscriptions each year is proof of its value — and high readership. So make sure *PURCHASING* is on your company's media list.

*If you sell an industrial product ...
put PURCHASING power behind it!*

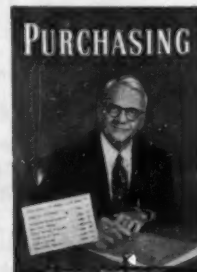
PURCHASING MAGAZINE

205 East 42nd Street, New York 17, N. Y.

A basic magazine on any industrial advertising schedule!

NBP

EPA



A CONOVER - MAST PUBLICATION

SALES MANAGEMENT

"Purchasing," says Ralph C. Moffitt, director of purchases, United States Steel Corp., "is in an excellent position to evaluate alternative ways of meeting a requirement. However, purchasing should not necessarily have the authority to overrule the experience and judgment of those who use materials.

"On the other hand, management is entitled to know if quality standards are established arbitrarily through inertia, custom, prejudice or personal relationships with vendors rather than on a basis of utility and value.

"Teamwork and open minds are essential when dealing with quality standards, with such standards usually being worked out by organized and impartial test programs."

In a happy and profitable supplier-user relationship, there is no substitute for an alert salesman demonstrating his knowledge of his customer's requirements by proposing changes in the materials he supplies. If he doesn't, a competitive salesman will get the business.

Sight and Feel of the Future

The crowds have again jammed the fabulous annual General Motors Motorama at the Waldorf-Astoria Hotel in New York. The magnet which drew them was the collection of the "out of this world" experimental cars, which the public has discovered show up in standard models in a year or two.

Millions of people ooh and ah over General Motors' dream cars, but few would buy them and drive them, even if they had the money. The dream cars, however, have a not so subtle influence in developing a man's pride of ownership in a stock model car. It is no accident that Harley Earl, vice-president for styling at General Motors, in showing a national television audience the 1955 General Motors dream cars, said the public wouldn't have to wait too long to buy them.

As pointed out in the article on p. 36 of this issue, "What Are the Real Reasons People Buy Today?" several new psychological factors have become important in the sale-purchase of almost any product. The basic ideas of utility, durability, and general usefulness are taken for granted. Now people buy for pride. General Motors, in its Motorama, demonstrates that it knows how to capitalize on this public feeling. No manufacturer, regardless of the nature of his product, can ignore the desire of buyers to associate the products they purchase with the best and most imaginative thinking about style and engineering, and looking to the future.

Softens a Hard Blow

When an old and respected firm liquidates its business, especially under emergency conditions, it would be understandable if no one thought much about the future of the firm's good name.

Death forced Cecil & Presbrey, Inc., the agency serving Mennen Co., Minnesota Mining & Manufacturing Co., and Nestle Co., Inc., among others, to close up shop at the end of 1954.

Accounts were serviced to the end, employees received \$100,000 severance pay, and stockholders were paid off, the older ones with a substantial profit. C & P, reports Tom Maloney, president, "relinquished its place in advertising's future, but not its past."



...says Perry LaBounty

"For 34 years now I've been eased out of a lot of offices of AE's, SM's, media directors, space buyers, brokers and distributors with that old line—'if you only had a 50,000 city market'... Well, everything comes to him who waits. It's taken a long time, but we finally made the big bill... so have a look at this beautiful new figure and start throwing those schedules over my transom."

BLOOMINGTON - NORMAL
ILLINOIS ★ CITY ZONE

NOW

51,025*

- Biggest population gains in history
- 600 new homes (Av. \$15,000) in 10 subdivisions
- Over 100 industrial plants going full tilt

ILLINOIS' FIFTH LARGEST
NEWSPAPER RETAIL MARKET

- 152 million subscriber purchases

In addition to 99% carrier-delivered coverage of the important Bloomington-Normal city zone, *The Pantagraph* has a big plus market of 77,744, representing 24,294 subscriber families in 85 communities—97% home delivered. Any wonder it's a potential Standard Metropolitan County Area.

Get the new picture of the importance of this richest industrial-farm area in the Mid-West. Get all the facts from Gilman, Nicoll & Ruthman, national advertising representatives, or write Perry LaBounty, National Advertising Manager.

*ABC Audit Report, Sept. 30, 1954—Para. 28-b

THE
Daily Pantagraph

BLOOMINGTON - NORMAL, ILLINOIS
127 mi. SW of Chicago ★ 157 mi. NE of St. Louis

MORE USEFUL TO MORE READERS

Current net paid circulation of "U.S. NEWS & WORLD REPORT" is now more than 725,000. The growth since 1946 has been the largest of any magazine in its field. All of it has been achieved with the most voluntary circulation methods. All of it is concentrated among high-income people holding the responsible jobs in business, industry, government and the professions.

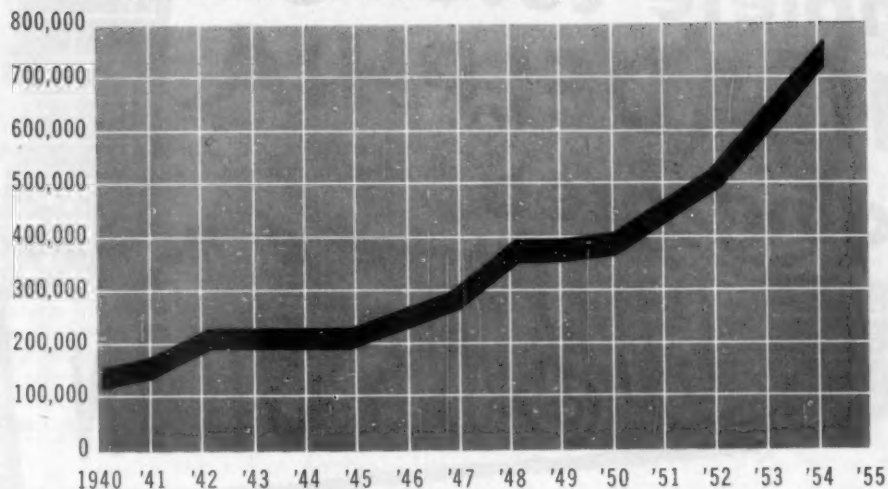
MORE VALUABLE TO MORE ADVERTISERS

Advertising gains in 1954 were the greatest of any magazine in the field—in total pages gained, in business and industrial advertising pages gained, and in consumer pages gained.

For more information on the "rising market" opportunity that exists for every advertiser seeking to sell America's high-income people of importance, for their business or family needs, call or write our advertising office at 30 Rockefeller Plaza, New York 20, N. Y. Other advertising offices also in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, San Francisco, Los Angeles, and Washington.



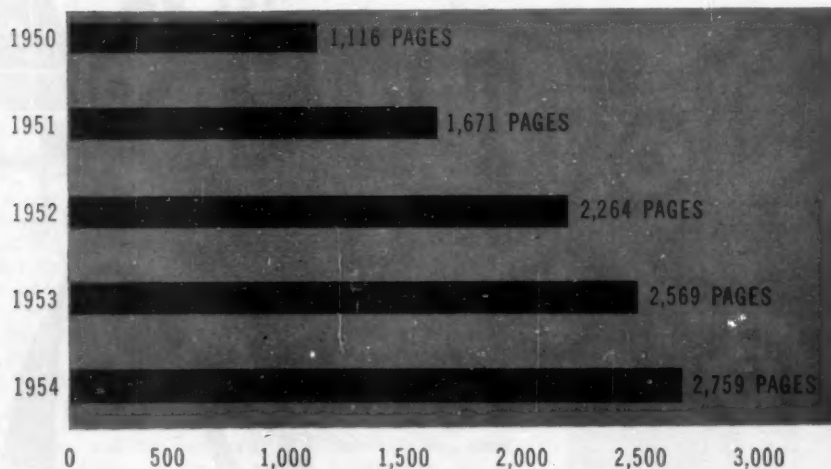
CIRCULATION GROWTH



* current net paid
now more than
725,000

Source: Figures to June 30, 1954, publisher's statements to the Audit Bureau of Circulations; thereafter, publisher's estimates.

ADVERTISING GROWTH



Source: Publishers Information Bureau (1954, publisher's estimate)

NOW MORE THAN **725,000** NET PAID CIRCULATION

... a market not duplicated by any other magazine in this field

complete coverage
PHILADELPHIA
trading area

COMING SOON

SUPER POWER

316,000 WATTS

CHANNEL 12

WDEL-TV

WILMINGTON

PHILADELPHIA OFFICE

1500 Walnut Street, Suite 1205

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Represented by

MEEKER TV, Inc.

New York Chicago Los Angeles San Francisco

Dealers and the Pricing Problem

Following General Electric's decision to eliminate list prices on major appliances, the automobile companies seem to be doing the same thing but without serving any formal notice to dealers or to the public. The new styles have gone over big, but dealers are out to make hay while the sun is shining and many are offering discounts, in some cases quite substantial, to move the new cars.

But consumer buyers say that it is almost impossible to get delivery on a "standard" car. All of the sales push is directed toward packing the car with extra gadgets, and while discounts are sizable, the price paid by most consumers is substantially higher than the factory-recommended price. *Automotive Daily News*, for example, sent out shoppers who found that while they could get an average discount of \$74 on one of the low-price "Big Three," an extra \$136 had been packed in via extra charges.

The Research Institute of America points out that some recent ads depart from the usual procedure of stating a delivered price subject to federal tax, handling and delivery. Instead a note says "Prices will vary with dealers practices." The price packing is also used as a way of liberalizing the financing terms. Let's say that a new car is listed at \$2,000 and the prospect has an old car worth \$400, which is less than the $\frac{1}{3}$ down payment

required by many finance companies and banks. By adding a \$400 pack to the new-car price and by allowing an extra \$400 on the trade-in, the deal qualifies for the required down payment (\$800 being $\frac{1}{3}$ of \$2,400) and the sale is made.

R.I.A. points out that the fact for management to chew on is that the public is evidently so accustomed to discounts that it's easier to sell people on liberal trade-ins and discounts, *plus* packed prices, than to sell at factory list prices without the discount. A review of price policies will be a No. 1 problem in 1955 for every company that fair-trades or uses "suggested" prices.

Watch soon for an attack by the Department of Justice on Fair Trade laws. One of the biggest gripes is that many manufacturers do not enforce their contracts, and thus make a two-price system. In Brooklyn a fortnight ago, a jeweler named Brown filed suit against the Bulova Watch Co. asking \$20,000 in damages and seeking a court order forcing Bulova either to enforce its Fair Trade contract with retailers or to abandon the agreements. The plaintiff alleges that Bulova sold its merchandise to known price-cutters and that he, because he held to the letter of his contract with the watch company, couldn't compete with price-cutting rivals in other stores and had to stop selling Bulova products.

THE PATTERN OF LITTLE FEET

Ever since 1945 births have exceeded 3 million a year, and 1954 rang up a total in excess of 4 million. By contrast, the U. S. death rate, at about 9.2 per thousand, set a new low. We're now a nation of nearly 164 million persons—25% more than in 1940. In a little over three years the U. S. has grown by 9 million—the same increase it took a full decade to achieve from 1930 to 1940. For a variety of reasons, not all readily explicable, Americans want and have more children. The number of mothers bearing a second child is about 90% greater than in 1940, while third children have increased by 86% and fourth children by 61%.

Our school buildings are hopelessly overcrowded and inadequate, and the same is true of hospitals and most public buildings. As the 33 million babies born during the last nine years reach adolescence, their impact on the market will undergo changes. They are about to outgrow the need for infant wear and baby foods, and during the next five years will require much more in the way of dwelling space, normal foods, candy, soft drinks, TV sets, automobiles and all the other aspects of material prosperity. In the decade after 1960 they will crowd college and graduate school facilities, will form families and need housing and durable equipment. Even if present standards of living were just to be maintained, the population boom would indicate the need for raising productivity through labor-saving devices and a continued



PARKER GAMBLER ALL ON NEW PENCIL. Bruce Jeffris (left) and Daniel Parker, president and executive vice-president respectively of The Parker Pen Co., examine a prototype model of their new pencil with fluid graphite ink, to be called the Parker L.L.P. Talking points: a point that never breaks, never requires sharpening, writing fully erasable and won't smudge, available soon in a wide range of prices. So convinced are Parker executives of the ultimate success of L.L.P., they have discontinued manufacture of all other Parker pencils.

How Sales Velocity Affects Per Cent Margins in Grocery Products

BASED ON \$1000 IN TOTAL STORE SALES

	SALES	% MARGIN ON SALES
Mustard	\$10	27.5%
Canned Peas	\$17	21.4%
Baked Beans	\$34	17.1%
Tea	\$39	16.7%
Cold Cereals	\$46	13.4%
Baby Foods	\$104	8.8%
Soaps	\$256	8.4%
Cigarettes	\$343	8.0%

SUPER MARKETS FREEZE OUT DISCOUNT HOUSES. Discount houses flourish in nearly every line except food. In the grocery field the idea of reducing profit margins on fast-selling lines leaves no room for "off list" selling. The industry magazine, *Progressive Grocer*, studied the pricing policies of a Cleveland chain and found that margins ranged all the way from 50% on slow-moving items to less than 5% on faster movers. The chart shows how the sliding scale operates on typical items.

high rate of capital investment and of expenditures for research.

GOOD PROMOTION PAYS OFF

Nineteen hundred fifty-four was not a *bad* year for distillers, but the liquor industry has seen better ones. Those who were content to roll along with conventional promotion ideas took a smaller share of the market. But not Brown-Forman of Louisville. This firm followed up a survey by SALES MANAGEMENT, showing that personalized Old Forester was the bourbon preferred by more executives to any other American whiskey, by developing a label which personalized both the giver and the receiver. This is made possible by special printing of the label with the name, trademark or other distinguishing symbol of the concern giving the bottle as a gift—and by further personalization through imprinting the name of the individual receiving the bottle.

Schenley also broke with precedent by using heavy newspaper advertising in the week following Christmas. The company used a 16-page tabloid section in the December 28th issue of *The Houston Post* to feature multiple brands in a handy "armchair program" for all the major football games to be played on New Year's Day. Preliminary reports indicate that the promotion helped to produce an all-time record in the sales of Schenley products in the Houston market.

MARKETS ARE A PARADE

In a recent speech before the Rotary Club of Philadelphia, Donald M. Hobart, vice-president and director of research, The Curtis Publishing Co., accused some manufacturers of seeming to think that markets are their natural birthright.

"On the contrary," he said, "the birthright of the manufacturer is not markets but market opportunity. Markets

do not exist for the asking. They must be sought out, analyzed, appraised, and then sold.

"We must remember that markets change. New people, new families, new businesses come into the market every day and former customers disappear. We are not selling a standing army; we are selling a parade.

"In this competitive period, with costs of doing business high, we as marketing men must know the sales possibilities and opportunities of all parts of the market so that we can apply our selling, advertising, promotion and the other selling forces to each part of the market in direct proportion to each part's ability to buy. Only in that way can we sell at a profit.

"Market analysis for consumer goods can be divided into at least two basic parts. One has to do with the sales or distribution problem; the other with the advertising problem. The problems overlap but they are distinct. The sales or distribution problem is concerned largely with 'Where People Buy.' It involves the study of how to sell and distribute goods and services in proper amounts to wholesalers and retailers.

"The major aspects of the advertising problem are concerned primarily with 'Where Buyers Live.' We must know where the people live who buy our goods and services in retail stores and service establishments and the buying potential of these people. Then we must find ways and means of reaching these consumers with our sales and advertising messages.

"The best way to determine both 'Where People Buy' and 'Where Buyers Live' is through the use of market areas: A market area is a natural retail trade area made up of a primary market center surrounded by the area from which the center draws most of its trade. Thus, each market area is for the most part a self-sufficient market. The people in the market area do most of their buying in the stores in the area and the stores' customers live mostly in the area. The market area thus provides a very useful device for market analysis, for determining sales districts, salesmen's territories, for establishing sales quotas, for deciding how much sales representation is necessary and whether adequate advertising is reaching the consumers in each market area."

FIGURE WHY YOU DIDN'T

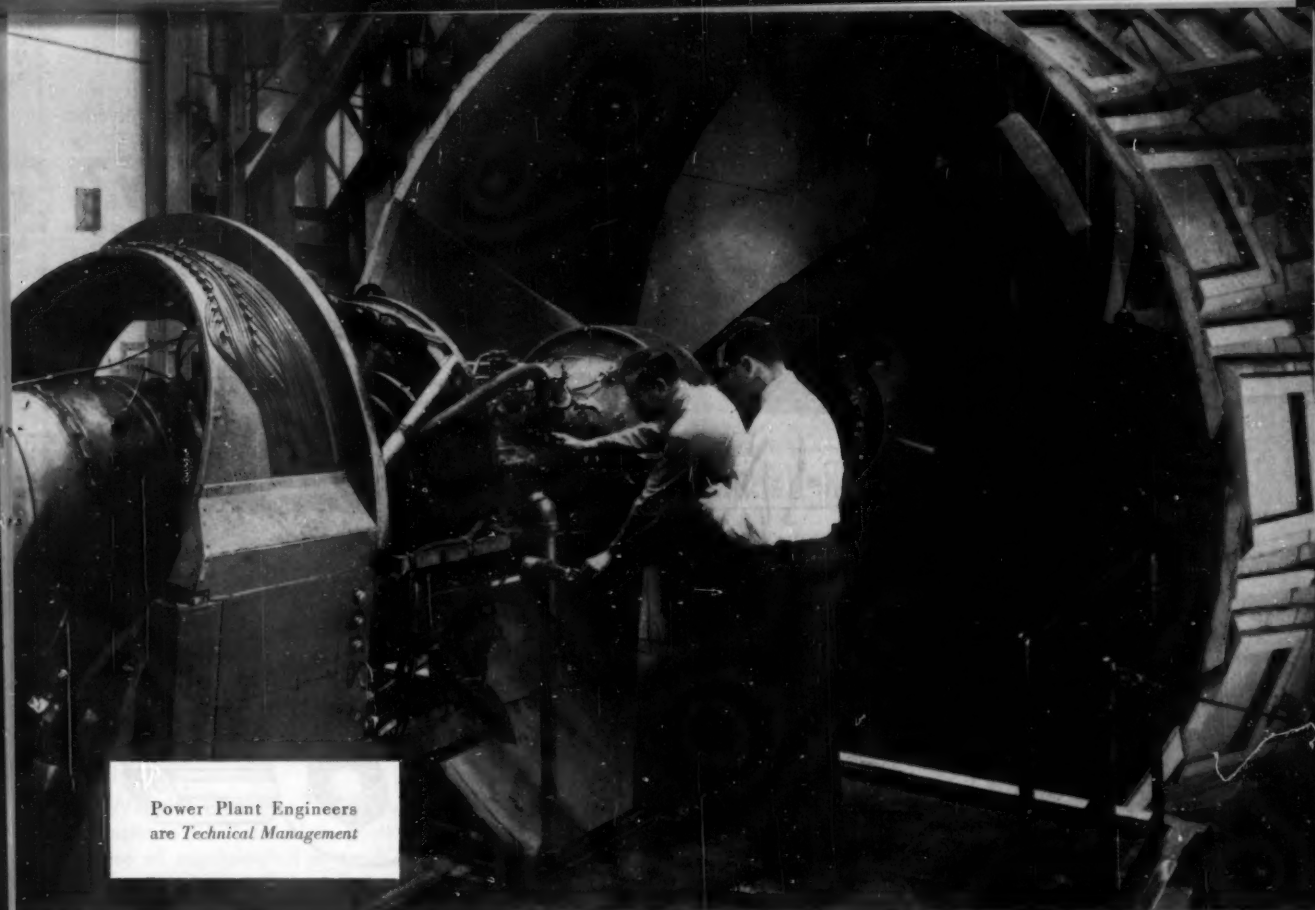
Here's a thought-provoker from a Sweet's Catalog Service Marketing Memo: "The greatest costs in marketing lie hidden in the orders you don't get." Think it over.

All too frequently sales managers make vital decisions solely on the basis of studies or surveys of their existing customers. But what of all those who have resisted your techniques and approaches and have bought from your competitors? Which would bring the most usable results—\$5,000 invested in a survey to determine why your present customers bought from you, or the same amount used to determine why your prospects *didn't* buy?

Probably it's a toss-up. Probably both *should* be made. Most of us are inclined to spend more on customer surveys—perhaps because what they tell us is sweeter music to our easily-flattered ears. But if we isolate the non-buyers and study them we may find the missing ingredients in our sales efforts.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



Power Plant Engineers
are Technical Management

In selling the aviation market **Technical management men** **are your most important prospects**

These are the vice presidents of engineering and development, project engineers, designers, research scientists, aerodynamicists, chief engineers, purchasing agents, managers of production and maintenance, and other technical executives—even presidents—who are primarily responsible for the specification and selection of equipment and services throughout aviation.

Technical Management Men Use Aviation Age... to learn of new products and equipment, for reports on equipment applications and product performance, and for details of technical developments.

More Technical Management men read Aviation Age than any other aviation magazine...because it is the only magazine designed specifically for their information needs.

Your advertising will get results in . . .

The **MAGAZINE OF AVIATION'S TECHNICAL MANAGEMENT**

Aviation Age

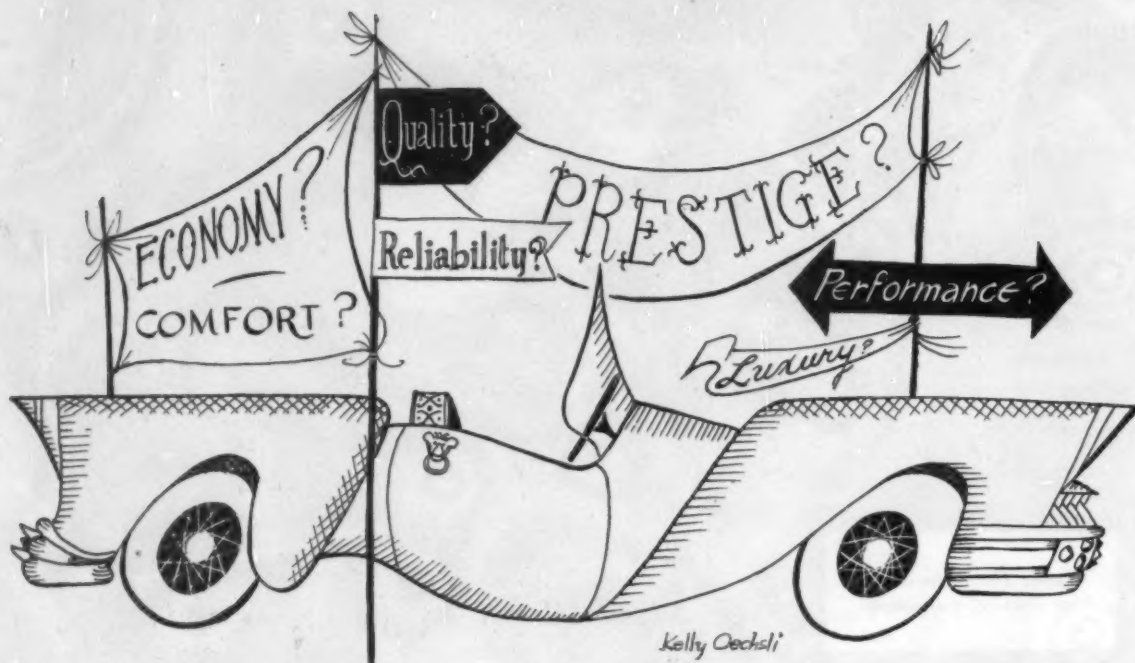
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NBP

CFA



What Are the Real Reasons People Buy Today?



BY DR. ERNEST A. DICHTER • President
Institute for Research in Mass Motivations, Inc.

PART I

What man who sells—or manages the activities of salesmen—hasn't said, "If I could only get inside my customer's brain and find out what *really* makes him buy, my troubles would be over."

Sometimes, listening to the talk that spins round about the new science of motivation research, you get the feeling that the answer to this seemingly impossible miracle has been discovered.

For the last two decades, motivational research has been my day, night, week-end and even holiday activity. Today, when The Institute has opened a new research center on a 10-acre estate overlooking the Hudson, and when we have begun to see the international implications of our work with the undertaking of a study for the Japan Air Lines Co., Ltd., I still cannot say that we've gotten anywhere near the goal of final solution to the No. 1 problem

of everyone who sells. Still, there has been progress in the search to learn why buyers tick. It is appropriate that, at this confluence of circumstances, we take stock. We can at least say this: If you and your firm are not taking advantage of the new psychological insight into consumer behavior now available, you may be missing one of the most important selling tools.

Many people in selling still regard motivational studies as pure bunk or just interesting experiments, O.K. for someone else but far removed from their businesses. On the other hand, an increasing number of successful firms, large and small, are using the findings of social scientists.

As Robert Whitney, president, National Sales Executives, Inc., explains, there are two major reasons: "First, the probers often come up with answers which, when tried, have worked. Second, even if recom-

mendations haven't panned out exactly as hoped, they have lifted managements out of mental ruts. And re-examining worn-out approaches has caused many concerns to come up with fresh ideas."

Last year, it is estimated, U.S. businesses spent approximately \$9 million for such studies. Expenditures for 1955 should be at least a third higher. Most believe they're getting their money's worth.

Some businessmen insist that seeking out customers' motivations and giving them new names and rationals is simply Freudian mumbo-jumbo. "Human nature," they insist, "remains pretty much the same over the years. The only way to sell is by appealing to four fundamentals: the desire for sustenance, recognition, sex and security."

There's no doubt that whatever terms you use, these are the four horsemen of buying motivation and

behavior patterns. But you can't ignore the fact that the relative importance of each in the lives of most of your customers has changed since World War II. And the speed of events is altering attitudes accordingly.

Just think what has happened in three months, any three months, of the post-war years. Recollect the headlines and ask yourself: "Can all this occur without an impact on my customers? Will they remain the same?"

The answer, we believe, is no. What moves people today is not necessarily what made them reach for checkbooks last year. Customer attitudes and states of mind influence your sales, as much as need or logic. More Americans today buy discretionary items not when required, but when they're in the mood. That mood can be natural or created through stimulation. Psychological factors, rather than need, are the

motivations of almost 60% of our yearly purchases.

Since successful use of the right appeals at the right time and place so often determine your sale, it is wise to ask: What is the psychological climate influencing American customers today? What are the top-ranking appeals and the best ways to use them?

We have conducted some 500 major research studies, and compiled over 100,000 individual consumer case histories, for such blue-chip firms as the American Broadcasting Co., Ralston Purina Co., Brown & Williamson Tobacco Corp., Equitable Life Assurance Society of the U.S., General Electric Co., General Foods Corp., Jewel Tea Co., Inc., Endicott-Johnson Corp., Goodyear Tire & Rubber Co., Inc., General Mills, Inc., Lever Brothers Co., The Andrew Jergens Co., Miles Laboratories, Inc., and Associated Merchandising Corp. Over 300 psychologic-

ally trained interviewers in 55 major markets funnel information to our analytical staff.

These studies show the four principal factors affecting today's sales climate, why they have become important and are likely to become more so in the immediate future. They also demonstrate how some firms and associations—our own and others—have taken the vital step in using this research, switching old appeals to new ones geared to the thinking of today's customer.

Our method is to study the firm and product personality. Then, rather than check questionnaires along, we have trained researchers make hundreds of interviews in depth so that hidden motives may be dredged out and analyzed according to psychological knowledge. From this procedure come facts that you, the businessman client, can use to reorient or improve your sales appeals.

But down to cases. These are typi-

Who's Dichter? Dr. Ernest A. Dichter is president and founder of the Institute for Research in Mass Motivation, Inc. He began pioneering in the use of psychological research for marketing studies in the U. S. some two decades ago, and since that time the Institute, under his guidance, has completed 500 major studies and over 100,000 consumer case histories.

What Does He Say? Since World War II, Dr. Dichter declares, there have been four major shifts in consumer thinking, strongly affecting buying attitudes: (1) Americans are throwing off the Puritanical cloak and purchasing for pleasure, without twinge of conscience; (2) they are saying, "Why shouldn't I have this or that?" allowing emotional appeals to influence their purchasing; (3) they are more mature in their buying attitudes, thinking ahead in long-range terms; (4) there is a desire for individuality, self-expression and recognition.

How Can You Benefit? As an astute sales executive, you can perhaps find among the new motivations one added sales appeal for your product or service which will tap new sales potential. Ignoring these motivations for buying could be costly, if not disastrous.

What's Covered Here? In Part I of a two-part series to appear in *Sales Management*, Dr. Dichter discusses several motivations to buy, which are a positive expression of the American trend away from Puritanical concepts. Labeling them Comfort, Luxury, Prestige and Quality, he cites case histories of companies and agencies that have employed these new sales appeals profitably. He suggests various applications of them which may be adopted for a variety of products and services—both consumer and industrial.

What's Coming? In Part II, which will appear in the February 15 issue of *Sales Management*, Dr. Dichter expands on the other three new motivations: The why-shouldn't-I philosophy, the new maturity, and the desire for recognition. The author points up still other sales appeals which have been and can be used successfully.



cal. You may not agree with all of them or even with the terminology, for motivational research is still far from an exact science. But they will certainly give you challenging ideas to mull over—and to act on in your own business.

Major shifts in our thinking. Since World War II there have been four major shifts in our thinking, strongly affecting buying attitudes:

1. Puritanism is on its way out. More and more Americans have adopted the attitude that it's not wrong or sinful to get as much pleasure out of life as possible; that it's not necessary to pay in pain for each pleasure. And they're purchasing accordingly.

2. Why-shouldn't-I? We are increasingly willing to give vent to our whims and desires, to say: "Why shouldn't I have this or that?" We also realize that often an emotional, irrational basis lies behind many of our actions. But we are more willing to let our instincts and emotions determine "I'll take it," particularly if the seller knows how to follow up emotional appeals with convincing evidences of benefits that make us believe our purchase wise and indicative of our good judgment.

3. We are more mature. Since we are increasingly giving in to our whims, this may sound like a paradox. Yet the constant series of crises and fears under which we live have forced us to think ahead in long-range terms—and buy that way.

4. We would be more individual. We admire America's mass-production, assembly-line products. But there's a reaction, a desire for expression of individuality and for recognition, manifesting itself in countless activities—and purchases.

Perhaps you are already aware of these fundamental changes and are using some of the new appeals developed from them. But unless you are employing all to the fullest, you may be missing your best untapped sales opportunities. As many astute businessmen have discovered, one added appeal for your product or service, properly employed, can mean the difference between success and failure, profit and loss.

The real selling secret, we have found, is not concentrating on one appeal in your product or service as applicable to everyone. It's discovering how many different, directly personal appeals, based on major con-

sumer thinking changes, you can send out, like a series of radar beams, seeking potential customers. Some must be used head-on, others obliquely. For while all basic human motivation boils down to the desire to stay alive as happily as possible, there are infinite ways to appeal to this desire—and to make your sale.

Factor one: Puritanism is on its way out. What psychologists call the "Puritan complex" in our national mentality is a result of our total history and culture. For generations most Americans believed that it was somehow sinful to get too much pleasure out of life. Self-denial and thrift were key virtues. Worldly goods, beyond certain requirements, were considered the prerogative of spendthrifts and millionaires. Since the Puritans and those who followed them had to conquer virgin territory and lead lives of hardship, they made a virtue of their frugality. But as we became more secure, settled and prosperous, modern technology provided more products for more people at lower prices. With income rising—and in part, because of it—advertising to encourage consumption of more products and distribution to make them more available, helped to dissipate the Puritan heritage. Both these factors also broadened every kind of communication: greater interchange, national and international, have brought people new, direct personalized impressions, made the forbidden familiar and not only desirable but available. World War II made moral standards more lax, self-denial less restrictive on our purchasing moods.

What new appeals has this put forward? Sales-wise, the lessening of Puritanism has pushed forward three major sales appeals: (1) the desire for *comfort*. This doesn't mean Americans are getting lazy, but rather that they realize that unnecessary work is something to be legitimately avoided, and the time thus gained spent for other things; (2) the desire for *luxury*, to enjoy sensual pleasures that go beyond mere comfort, to enjoy new sensations, to permit secret dreams to find realization; (3) the desire for *prestige* and improved social status reflected primarily in the desire for products and services which not only connote *quality* and improved, upgraded social position to the individual, but which the customer can use to show others where he now stands.

Firms that have switched to the comfort appeal. The appeal for com-

fort works everywhere, not only with products obviously sold for that purpose. Today even a tractor can be sold more readily when comfort is stressed. Not long ago a major producer, finding sales of heavy equipment below quota, called us; asked what motivations we could research out that might be helpful. Customarily the firm sold on the basis of engineered performance, adaptability for many jobs and related factors—all important. Studies revealed one overlooked aspect, fully as vital: what the man who ran the machine, and who had a major voice in its selection, had in the back of his mind—even if unwilling to express it openly before the boss—was comfort on the job. Motivation studies showed he wanted such passenger car comforts as automatic gear shifts, upholstered seats, heaters, arm rests and glove compartments. All were installed. And to win the boss, stress was put on the fact that the comfortable man does a better, safer job. The comfort approach, based on sound psychological proof, has not only raised sales for this major tractor manufacturing company, but other leading equipment makers have also successfully employed it.

No Need to Sweat

Power tools long sold primarily on the basis of increased efficiency. Now, as the result of seeking out real purchaser motivations, more and more manufacturers appeal to the growing belief that there's no need to sweat. An example of smart exploitation of this appeal is Hiller Engineering's Yard Hand. A brightly colored little power vehicle, its psychologically perfect extra is a seat enabling you to ride astride while doing lawn chores or even snow plowing. That rider seat offering comfort, pleasure and family sport not only sells Pop and the kids on Yard Hand, it has made more sales to envious neighbors than any similar product in years.

Dayton Rubber Co. not long ago developed a new type of foam with infinite use possibilities. The big question: What to make of it? Psychological studies were run to discover the product with likeliest consumer appeals. "Offer comfort," Dayton officials were told, "and you'll get more people to pay more for your product than for one with only utilitarian use." Dayton decided on pillows, called them Koolfoam to stress comfort and get over the hurdle of the popular conception of rubber as hot;

(continued on page 86)



Appliances A-Wheel

Using a specially equipped trailer as a traveling showroom, Toastmaster Products is now able to display and demonstrate its products to hotel and restaurant operators across the nation.

To give mobility to a line of restaurant equipment that already possesses a variety of automatic features, Toastmaster Products Division, McGraw Electric Co., has developed a deluxe display trailer which will serve as a traveling showroom for the company's commercial appliances. It is the firm's intention thus to acquaint restaurant operators throughout the country with the complete Toastmaster line.

The touring showroom makes it possible for food managers of hotels, schools, institutions and restaurants to inspect and observe in operation all Toastmaster products.

Among appliances featured are a De Luxe Hot-Food Server which keeps food hot and oven-fresh for hours, and the new Powermatic Toaster which automatically lowers the bread, starts it toasting, and pops it up.

The front end of the trailer is a spotless food preparation section equipped with a Toastmaster water heater, sink, refrigerator, bread toaster, bun toaster, and waffle baker.

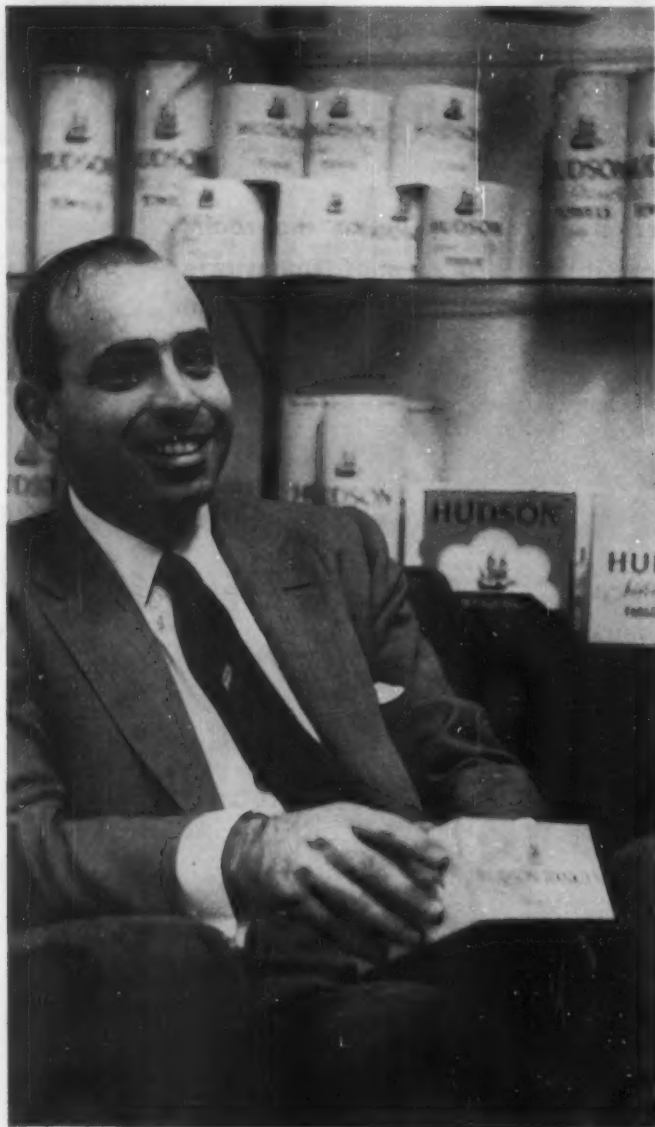
The opposite end is a smartly designed, comfortable lounge with picture windows, modern furnishings, flower boxes.

The Toastmaster display trailer and the 3/4-ton carryall truck which pulls it are painted ocean blue on the lower portion, silver above. Advance notices of trailer visits to specific localities are sent to restaurant equipment dealers who welcome the opportunity to show local food service operators the Toastmaster line of commercial appliances "at work."

The End



TRAILER INTERIOR features a complete Toastmaster kitchen, spotless and gleaming, with every appliance set up for demonstration. At the opposite end is a lounge with spruce green leather furniture, willow green cabinets and table tops, harmonizing with natural sandalwood finish on walls and ceilings.



GUY GILLETTE

This Paper Boy Has a World-Wide Route

Hudson Pulp & Paper Corp., one of the world's largest manufacturers of gummed sealing tape and household paper napkins, believes in giving youth a hand. . . . Especially if the youth is named Irwin A. Zuckerman. The giant that has just moved into breathtaking new-New York headquarters, has also moved young (35) Zuckerman up from sales manager to v-p in charge of the Consumer Products Division. To Irwin this is the most dangerous mission since his war service as a submarine officer in the South China Sea: For Hudson is opening a huge new plant, with it firmly expects to double 54's record \$43½ million annual sales. As the youngest officer in the company, with one of the toughest jobs, Irwin Zuckerman has had to drop his outside activities. ("I play tennis rather than golf, now. This way I get my exercise in a small area," he laughs.) Zuckerman came to Hudson through a blind ad for a junior executive. That was in '46. The company saw to it that its bright-young-man was given a round of experience in purchasing, advertising, sales and marketing. Today he has a rounded picture of the diverse Hudson activities. Among the company's new products for which he'll beat drums; the "Hankie," a disposable facial tissue which emerges from the box folded like a handkerchief.

Champion's Sales Spark Plug Looks Like a Fighter

... and he is. But he's belligerent only about sales. He's the new v-p and sales manager of Champion Spark Plug Co., Toledo, a guy named O. C. Leighty. But as "O. C." he wouldn't be recognized by one in 100 of his contacts: He's called "Jack" because of a resemblance to Jack Dempsey. This Jack has fighting blood, too. He's capped a 35-year scrap for his company's top sales post by winning with a TKO. ... Jack was born on a farm near Athens, O., decided early that he'd rather sell than coax a living from the soil. He got his initial marketing experience selling everything from men's suits to autos, turned up with Champion in 1919 as a "missionary man." He was one of a crew of salesmen who went from city to city getting spark plug orders from dealers. He travels more than 50,000 miles a year on his job, knows virtually all of the hundreds of Champion distributors by their first names. Each of his salesmen is also an engineer with special training.



L-O-F's Neophyte-Salesmen Will Call Him "Teacher"

Meet A. M. "Brig" Young, who's been named general sales promotion manager, Libbey-Owens-Ford Glass Co., Toledo. He'll have supervision of the company's sales training programs, displays, collateral sales aids and farm market research activity. A big order? Not for Brig. He's spent 17 successful years carrying industrial sales management responsibilities in both line and staff. This includes outstanding results in organizing, training, and managing; in market analysis, product analysis; solving sales problems and improving customer relations. He got all this impressive background from such outfits as Public Service Company of Northern Illinois, where he sold electricity to industry; Central Illinois Public Service, Springfield, Ill., where he organized, trained and managed the Industrial Sales Department. After serving during World War II as a Naval engineer officer, he came back into civilian life as an executive member of Sales Analysis Institute of Illinois, Inc. In '52 he joined Owens-Corning Fiberglas Corp., Toledo, as training manager. He's a registered professional engineer and, like his neighbor on this page, he's 6' 3".

The Wizardry of Electronics:

Will It Cut Tomorrow's



Univac's John E. Parker:
He has "brains" for sale.

Sales Costs for You?

What Remington Rand is learning about applications of Univac to sales and other business functions suggests that mechanization may soon bring about management revolution. Are you studying the trend—or ignoring it?

BY LAWRENCE M. HUGHES

The Rem Rand man doesn't open a sample case, set a Univac on your desk and ask you to buy this "electronic brain."

Both the selling and buying problems are more difficult than that.

This Universal Automatic Computer of Remington Rand Inc., New York, is much too large to be toted and much too complex to be readily explained. Neither the salesman nor you can yet know any or all the things Univac might do for your business—nor how to organize, electronically, a single function for it.

There's also the matter of price. For the large economy-size Univac you'd pay more than a \$1 million. Or you can rent this "Cadillac" in Rem Rand's electronic computer line on a lease-purchase plan at about \$25,000 a month. If you insist on something simpler, you may get a smart "Buick" or Univac File-Computer for \$300,000 to \$500,000, plus accessories, or rent it for \$4,000 to \$8,000 a month, or you can buy a wide-awake "Chevrolet" job, the Univac 60 or Univac 120, for a mere \$75,000 to \$95,000 or \$1,250 to \$1,600 a month.

But any of them takes explaining and educating, on both sides, and then months of planning and organizing to put the new system into profitable operation. You'd no more jump into the Electronic Era cold than you'd hire a man from Mars.

Rem Rand has seen to it that you've heard and read about Univac. Probably you know of some of the jobs it has tackled. . . . If you could, you'd gladly let electronics lift cor-

porate loads from your shoulders; take some guesswork out of your management, and brighten up sales and profit figures in the annual report.

Yet you wonder: Has Univac been *proved* for business operations? Would it prove *practical* and *profitable* for your operations?

Possibly your status as a prospect may have dipped a bit since the night of Nov. 2, 1954, when Univac's political prescience first came to be seriously questioned. The fact that Univac was at least as honorable a prophet as Gallup, Roper or Crossley was beside the point. The electronic Marvel had fallen flat on its vacuum tubes.

But to blame Univac for all this

makes no more sense than to blame the hammer when you hit your thumb. Univac is not a "brain" but a tool. (In an unguarded moment one Rem Rand told SM that "the thing is just a darned capable moron.") Brains are still the unique attribute of human beings. Although Univac *does* have certain logical faculties and a "memory," its conclusions must derive from the evidence which human beings, such as CBS political prognosticators, toss into its gaping maw.

As for its role in business: Univac first went to work, for the Census Bureau, in April 1951. Rem Rand formed an Electronic Computer sales department to offer it to business and industry in March 1953. Today 39 of the big "Cadillac" jobs have been installed or ordered. Customers range from the Army, Navy, Air Force and Atomic Energy Commission to Metropolitan Life, General Electric, U. S. Steel, and Chesapeake & Ohio Railway.

Nearly all 16 Government systems were bought outright. Nearly all 23 "commercial" installations are leased with option to buy. In effect you may get a Univac on "consignment"—on proof of its ability to do your jobs. In fact, you may even "sample" the system, without leasing, by taking "time" at Rem Rand's own Univac Computer Service Center at 315 Fourth Ave. Among the scores of large and not-so-large companies that have done so in the first year of this operation are airlines, publishers and utilities.

All of these outfits are harnessing a tool that can perform thousands of operations in less time than you'd take to add two and two . . . the output of which is measured not in man-



SALES BRAINS BEHIND THE "ELECTRONIC BRAIN": John E. Parker (left), vice-president for electronic computer sales at Remington Rand, emphasizes that each sale is a team approach, tailored to specific needs of individual prospects—"based on service to be rendered and savings to be made." Others in group (l. to r.): Luther A. Harr, assistant sales manager; Graham E. Smith, sales engineer; M. P. Chinitz, director of electronic computing sales training.

hours but in microseconds. In one minute Univac can do 115,000 additions and subtractions. Either from punched cards or a typewriter, its magnetic tape can absorb data at 120,000 digits a minute; its mercury memory can hold until wanted 12,000 decimal digits or alphabetical characters, and every minute it can disgorge data at a rate of 40 single-space typewriter pages. In the meantime, Univac's logical system has compared and then selected different sequences of operations from the results of the comparison.

All of which keeps Univac plenty busy. It has no brains. But at least it doesn't stop on company time for food, drink, drainage, gossip or powdering nose.

Give the critter credit for being conscientious . . . And capable.

Rem Rand suggests that the sooner you learn how to harness him the better. Lt. Gen. Leslie R. Groves, v-p and administrative committee chairman, warns that business "will lose untold sums by failing to enter the electronic age soon enough." Today's systems "will pay for themselves many times over before the present models are obsolete."

John E. Parker, v-p for Electronic Computer sales, points out that "the problem is not primarily faster speeds. We have speeds now that we won't be able to use for years to come."

But why so much need for speed? Groves replies that managers of large, complex or widespread businesses "must know *daily* what is happening—how many items are being made and sold, which are in demand and which are not." Sales managers and store managers, among others, must get these facts fast enough to act on them.

Not long ago, Parker explains, management was lucky to know by Feb. 25 how the business made out in the month of January. Punched cards helped to speed up the date to Feb. 10. Now—with Univac checking and reporting the trends of distribution across the country—management may learn on Feb. 1 how retail sales fared throughout January.

This, however, is only *one* of a lot of ways in which electronic computers can be put to work for Sales.

Initial Univac program of G-E's Major Appliance Division, Louisville, wrote Roddy F. Osborn of that division in *Harvard Business Review*, included applications under *all four* major functions—financial, engineering, manufacturing and marketing. The first marketing job is order service and billing.

Among long-range chores that

Univac later will tackle, said Osborn, is sales forecasting to correlate such "inadequately used data as the birth rate and new family formations, disposable income and employment levels, our models and prices compared with competitors', availability of electricity in new areas. . ."

From this program G-E would develop "dynamic distribution analysis." The ability to "make the right appliance and deliver it to the right place at the right time . . . could have an immeasurable effect in producing more profitable operations."

Two years ago some people estimated the number of "business" prospects for large all-purpose computers at 50. Last year Remington Rand figured the potential was 500. Now it's 5,000 and growing. A company with 5,000 employees could make "electronics" pay on pay roll work alone.

"Brain" Is Versatile

Although there's "literally no limit to the nature of the work to which Univac may be applied," Rem Rand's advertising suggests 12 applications in "business," 12 in "mathematics," six in "statistics." Customers' installations already are handling pay roll, personnel records, sales analyses, manufacturing control, cost distribution and inventory records. Rem Rand's own hq. Univac works on such jobs as billing, accounts payable and financial control. But statistical and mathematical applications still are more widespread. . .

This Univac Age was spawned by the weather. In 1939 John W. Mauchly, doctor of philosophy at Ursinus College, Philadelphia, sought to figure the near-future's weather from sun spots. By the time his hand computer had the answers tomorrow's weather was upon him. To speed up prophesy he turned to electronics.

In World War II Mauchly and J. Presper Eckert, professor of physics at University of Pennsylvania, mapped artillery fire electronically for the Army Air Corps. And in 1945 they built for the Army Ordnance Department a device called ENIAC (Electronic Numerical Integrator and Computer), to compute firing tables for every type of gun and every size and shape of shell.

Until then one skilled operator at an adding or calculating machine needed 20 hours to plot the trajectory of one shell. Eniac did this job in 30 seconds. It was the first computer to use electronic tubes—18,000 of them—and to introduce electronic number storage or "memory." Eniac

has been busy at Aberdeen Proving Ground, 24 hours a day, ever since.

Eckert and Mauchly then built EDVAC (Electronic Discrete Variable Computer). Instead of Eniac's 20, this stored 1,000 10-digit numbers at once, and handled instructions electronically. Later came BINAC (Binary Automatic Computer) to help engineers solve equations.

In 1951 Eckert-Mauchly became a division of Rem Rand. The present Univac is a product not only of E-M but of other Rem Rand research. Rem Rand itself has pursued electrons for 15 years. From such developments as the first "television eye" for war heads and guided missiles in World War II, emerged its Laboratory for Advanced Research at South Norwalk, Conn. And in 1952 Rem Rand bought Engineering Research Associates of St. Paul, Minn., and Arlington, Va. ERA pioneered in storing information for electronic calculators on magnetic drums. Its president was John E. Parker.

Annapolis graduate, former naval officer and engineer, and partner in the financial house of Auchincloss, Parker & Redpath, Parker was made a v-p of Rem Rand in January 1953. Two months later he took over Electronic Computer sales. His job was to find out what Univac could do for business and how it could be sold. He built a sales organization to tell a lot of prospects how this fast, flexible, versatile system could be made to meet their widely varying needs. This group has had to formulate and project a whole new philosophy of business procedures—and potentials.

Even after prospects are "sold," Parker explains, "they themselves must do 85% of the sales job *within* their own companies.

"Electronic computers are as far ahead of punched-card systems as a motor car is from a wheelbarrow. Order-taking, for instance, has been stepped up from a few hundred a minute to 2,000 a second. You could compare *this* revolution with the release of nuclear energy.

"Ultimately," Parker predicts, "tens of thousands of people will use these systems, to eliminate millions of man-hours of drudgery. But every step must be based on the individual customer's economics and his ability to harness electronics."

Increasingly, Univac is "customer-made." Rem Rand's salesmen are feeding back to the laboratories the experience and ideas of users. But instead of equipment designed for "a particular job," John Parker foresees the day when "we shall build a

Are most of your potential customers today

cautious

choosy

deliberate buyers?

If so, it's values they're waiting for.

VALUES, not just low prices.

... and "Ditch-Digging" Advertising sells by helping buyers see those values.

"Ditch-Digging" Advertising is based on helping customers and prospects understand what a product can do for them, rather than on bludgeoning them with "sales arguments" or seducing them with "psychological nuances."

To do that in a way that will interest prospects and move them a step closer to a purchase, you must first find out for sure what viewpoints, prejudices, and confusions cloak your product in their minds...today;

... not yesterday, when they were being sweet to you in the hope of getting larger allocations and quicker deliveries ...

TODAY, when a clear-eyed, fresh, objective look at your customers and prospects stands a good chance of revealing either obstacles to the purchase of your product or sound new sales approaches.

Now you're set for the
"Ditch-Digging" Advertising

Once you know where to aim and what

to say, you put your "ditch-digging" crew to work figuring out how to say what needs saying and how often to say it to improve the viewpoints and reduce the prejudices and confusions that stand in the way of sales.

THEN, the "ditch-diggers" work out with you the best kit of tools for your particular purpose--booklets, magazine advertising, direct mail, or whatever other mechanical means of imparting ideas and information fits your case.

The reason for all this is to saddle your advertising with as much of the telling in selling as it can carry, thus freeing your salesmen for the most productive use of their costly time ... closing sales.

This agency is equipped to work with any Sales Executive who wants to do a hard-selling job with dispatch and economy. We can get going fast - and with the least possible drain on your time. If you'd like to discuss how "Ditch-Digging" Advertising works to boost sales for any product that's worth its price, just let us know where and when.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N.Y. • LExington 2-3135

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

**ADVERTISING POSTCARDS
and LITERATURE in
4 COLORS at
BUDGET PRICES**



You, like Kaye-Halbert, can secure advertising and sales promotional literature and postcards in full natural color at prices to meet a limited budget.

Write today for samples and information to the nearest Crocker office.

Dept. S-2a

H. S. CROCKER CO., INC.

SAN FRANCISCO, 770 Mission • LOS ANGELES, 3035 E. 7th
CHICAGO, 330 N. Clark • NEW YORK, 190 Hudson
BALTIMORE, 1800 E. Clifton

GROWTH

Here's why we brag in our little ads:
ABC CITY ZONE

1940	35,882
1950	60,045
1952	84,089
1954	100,343*

*Paragraph 28-d 3/31/54 ABC Report

Neither Miami, Tampa or Jacksonville covers Central Florida as well as our newspaper, known in the Sun Empire as the newspaper bible of our prosperous people.

Orlando Sentinel-Star

MARTIN ANDERSON—Editor, Owner,
Ad-Writer & Galley Boy
Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney

**HANSEN
STORAGE CO.**
124 N. JEFFERSON ST.
MILWAUKEE, WIS.
WISCONSIN'S
LARGEST AND
MOST MODERN
AFFILIATE — HANSEN STORAGE OF MADISON INC.

Univac Helps U.S. Census Improve Monthly Reports

Marketing note: The Bureau of the Census, first user of the Univac, has announced a method of making — with its help — accurate and prompt seasonal adjustments of monthly reports on business trends.

In addition to the customary ratios-to-moving-average method, the Bureau now covers various factors not usually included because of the manual labor involved.

The new procedure produces 18 tables showing five different moving averages, two sets of ratios-to-moving-averages, two centered and two uncentered moving seasonal factors, two seasonally-adjusted series, and five tests of the work.

Univac produces the computations at a rate of about one minute for a 10-year monthly series.

system for the entire operation of a company—from the processing of the original document to production and sales control and the creation of documents going out from the company."

Rem Rand intends to play a major role in this far-reaching revolution.

After many years of paying millions for its pioneering, Rem Rand expects its electronic operations to go into the black early in 1955. Its volume in this business in the year 1955 may exceed \$50 million. By 1960 electronic computer sales by all manufacturers may total \$500 million. Univac production is being stepped up to four systems a month.

Getting Univacs sold and bought requires "educating" at various corporate levels. Gen. Douglas MacArthur, chairman, and James H. Rand, president of Remington Rand, meet with the heads of many prospect companies to discuss the *whys* of the system. Parker's department is under the guidance of A. R. Rumbles, executive v-p in charge of sales for the U. S., and H. V. Widdoes, v-p and general sales manager. At the head of Parker's own team of 200 electronic specialists are Luther Harr, assistant sales manager, and Dr. Herbert F. Mitchell, applications director. Others are sales engineers, technicians, demonstrators, "appliers," mathematicians, programmers, coders and scientific planners.

In time John Parker hopes to have qualified Univacers in each of the company's major sales branches. Until then, when a Rem Rand man in, say, Cleveland is queried by the XYZ Co. on electronic computers, he notifies Parker's department in New York. An analyzer goes out to look over XYZ's layout and problems.

1. From XYZ's top management Rem Rand gets *carte blanche* to

study procedures and to meet and work with the people who direct and operate them.

2. If preliminary surveys indicate that electronic systems might give substantial savings on specific functions—and XYZ's hierarchy agrees with the conclusions—a group of Rem Rand specialists makes a thorough study and report.

3. XYZ is persuaded to let Rem Rand hold a two-week course, either in New York or Cleveland, for managers involved.

4. Then XYZ sends operating people—four or five for each procedure to be electronicized—to a six-to-12-week training course on Univac in New York.

Rem Rand doesn't rush the prospects. Each job, Parker emphasizes, has to be a team approach; a tailored, down-to-cases approach; a long-term approach, based on service to be rendered and savings to be made.

G-E, Louisville, took two years to plan, install and start operating its first Univac last May. Univac is geared to turn out for G-E a pay roll for 12,000 employees in six hours each week, and to do other clerical jobs. G-E estimates that in its first year Univac would produce savings of \$500,000. Summarizing this experience R. F. Osborn urged companies considering electronic computers to:

- "1. Employ a competent consultant.
- "2. Limit areas of initial application.
- "3. Pick areas involving a lot of routine work, where tabulating equipment already is used.

SALES MANAGEMENT

"4. Develop a data-processing center.

"5. Consider only 'complete systems available or soon to be available' from reliable manufacturers.

"6. Get a system—not just a computer.

"7. Introduce enough checks to reduce clerical controls and error-correction routines.

"8. Consider first the 'most versatile and expensive equipment.'

"9. Pick a competent director and train competent people.

"10. Sell management on this practical approach.

"11. And sell both management and supervision on 'long-range and well-integrated plans'."

Although Univac has received millions of dollars worth of free space and time, Rem Rand makes sure that its story is told, consistently and "straight," in advertising. In addition to direct mail to specific groups of prospects, these computers are promoted in such publications as *Automatic Control*, *Business Week*, *Computers and Automation*, *Fortune*, *Harvard Business Review*, *National Underwriter*, *Public Utilities Fortnightly*, *Scientific American*, *Systems* and *The Wall Street Journal*.

It Keeps on Rolling

Demonstrations help too. All three of Rem Rand's electronic computer engineering groups—at South Norwalk, Philadelphia and St. Paul—draw steady streams of visitors. So do installations in customer companies. And to Rem Rand's own Univac Service Center in New York come 10,000 visitors annually. This installation started on an eight-hour-a-day basis Feb. 1, 1954, went to 16 hours Feb. 21 and to 24 hours April 19. Plenty of piecemeal orders keep this Univac from getting lazy.

The Univac package for Metropolitan Life Insurance Co. was shipped piecemeal by truck last April from Eckert-Mauchly in Philadelphia to Met's headquarters in New York. Some parts of the Central Computer, too large for an elevator, had to be hoisted 273 feet to a window on the 20th floor. At the dedication the heads of the world's biggest business went around patting tubes proudly. Univac would get rid of "a great volume of routine work," and would release hundreds of employees for "other, more interesting company assignments."

Univac blushed . . . and almost blew a gasket.

The End

"Financial Security Is Based On Savings..."



ARTHUR B. HOMER
President
Bethlehem Steel Corporation

"... and the purchase of U.S. Savings Bonds through the Payroll Savings Plan is one of the easiest ways for any individual to save for economic security."

If you agree with Mr. Homer that "... the Payroll Savings Plan is one of the easiest ways to save for economic security."

• When did your company last conduct a person-to-person canvass?

If you believe with millions of other Americans that there is no safer investment than U.S. Savings Bonds—

Why not take a really personal interest in your employees and your Payroll Savings Plan?

Pick up the phone, now, and ask the man in charge of your Payroll Savings Plan three questions:

- How many of your employees are enrolled in the Payroll Savings Plan?
- What is the percentage of employee participation?

If less than 50% of your employees are enrolled in the Plan . . . if you have not conducted a person-to-person canvass in the past two years (or if you do not have the Plan), act now! Telephone, wire or write to Savings Bonds Division, U.S. Treasury Department, Washington, D.C. You will hear promptly from your State Director, U.S. Treasury Department who will be glad to help you conduct a person-to-person canvass that will put an application blank in the hands of every employee. That is all you have to do. Your employees will do the rest. They want to save for their economic security.

The United States Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the Advertising Council and



SALES MANAGEMENT

COMING . . .

You Don't Understand Mass Selling!

By Clement V. Conole, President

Hearn's Department Stores

In Sales Management, Feb. 15



BRANCH MANAGERS WORK in Clary clinics; they "see" and they "do"; they participate for 50%-75% of each session.

Building a Sales Force On a Five-Year Plan

Clary Multiplier treats sales training as it does production planning—on a long-term basis; holds clinics to instruct branch managers in hiring and developing top-caliber salesmen. Results after one year of clinics: sales up 25%.

Top management, when faced with a need for expansion of plant facilities or acquisition of added capital, is accustomed to consider the prospects for amortization over five to 20 years. When additional salesmen are needed, on the other hand, habit dictates that the problem can be solved in a few months.

Clary Multiplier Corp., San Gabriel, Cal., manufacturer of business machines, believes otherwise. Convinced that good salesmen are as hard to acquire as desirable plant sites and low-interest loans, the company has embarked on a five-year manpower development program.

"After several months of planning and six months of trial, we are just getting underway," says J. W. Stallings, gm, distribution, home office, where adding machines are made.

The materials of a manpower acquisition program—outstanding men—are considerably more difficult to obtain, he observes, than the bricks, stone, glass and steel which go into a new factory.

Says Stallings: "The hiring and training of additional sales personnel is entitled to the long-term thought considered necessary for the retirement of bonds that pay plant construction costs. After all, as sales managers are only too well aware, the bonds may never be paid off and the new factory never attain capacity production, if the sales department fails to deliver its anticipated dollar volume."

Stallings, who began work on the manpower program shortly after assuming his present position a year and a half ago, took three months to

formulate his theory—that the sales force is on a par with the tangible assets of a corporation, then presented it to President Hugh Clary.

Clary, a former executive vice-president, Bank of America, immediately gave it his enthusiastic approval. Stallings learned that the program was directly in line with President Clary's own long-range plans for continued growth of the company.

In the summer of 1953, Stallings appointed a special staff for the project including Richard D. Dodge as his assistant; Regional Managers J. L. Jackson and Robert Pratt; Personnel Director James Reed.

This planning team first projected for the coming two-and-one-half years—similar to forecasting production volume for a future date—the number of branches required both here and abroad, estimated the number of branch managers, salesmen and service men needed to fill additional positions, and as replacements for men who would leave the company during that period.

A second projection, for another two-and-one-half years, was to be made midway in the first program.

Aim: to recruit, train and assist salesmen, concentrating on men of highest caliber.

First objective: a program of indoctrination for branch managers, the group ultimately responsible for the plan's execution.

(continued on page 51)

SALES MANAGEMENT

Speaking of PACKAGING:

"I've never seen a study that said styling is the one thing that makes people buy—but we know it's true."

WILLIAM E. FISH, SALES MANAGER of CHEVROLET, commenting on the 1955 models—reproduced with permission from Oct. 30, BUSINESS WEEK.

Mr. Fish's statement . . . made on the threshold of the fiercest competition in automotive history . . . emphasizes an important fact in today's buyer's market — that packaging, styling, is a *sales* function. It's a technological job only in the sense that designers and engineers are instructed to build a format that will add *more sell* to the product.

They get their perspective from the sales executive . . . the management man at the receiving end of the suggestions, criticism, gripes that pour in over the far-flung distribution "telegraph" . . . from customers, retailers, wholesalers, and salesmen.

In his *thoroughly informed* mind customer reaction and company interests merge into plans for product improvement. *That's where most packaging changes start.*

But packaging changes aren't on a timetable. In your prospect companies they're likely to be proposed at any time . . . suddenly . . . in the secrecy of manage-

ment conferences. (Who, for example, would ever suspect that Coca-Cola would start experimenting with new sizes and packaging after all these years!) That's why your company should be in the sales executive's mind . . . as a possible nominee for the job . . . when a packaging change is first proposed.

The exclusive approach to the sales executives in companies likely to be making big packaging news in 1955 is in your hands right now. They're your fellow subscribers to Sales Management, reading the magazine just as you are. With 61% of them a packaging change is currently in the making.*

No matter what vertical or trade magazines you may be using . . . in the food, drug, beverage, cosmetics fields, etc. . . a schedule in Sales Management gives you the competitive edge at the pay-off point where packaging changes originate and are okayed. It's extra sales insurance for your trade advertising and your salesmen . . . all across the top of your vertical markets.

*A recent SM survey.

Why not send today for specially prepared brief "PACKAGING and SALES MANAGEMENT."

Sales Management

386 Fourth Avenue, New York 16, N. Y.

333 N. Michigan Avenue, Chicago 1, Ill.—15 East de la Guerra, P.O. Box 419, Santa Barbara, Calif.

FEBRUARY 1, 1955

49

...are you getting
your share of the
"Mentions"?



How to check the use of your name
in the newspaper advertising of
another manufacturer's product

● ACB calls them "mentions." They are usually buried deep in the body copy or hidden in a 6-point cut caption of some advertiser who buys from your contract division. Yet they are golden advertising nuggets for the products they "tie" into. Finding these "mentions" would be an impossible job for any manufacturer. They may appear in any advertising any day on any page of the 1,750 daily and Sunday newspapers published in 1,393 different cities. ACB is keyed to such a degree of accuracy that its readers pick up better than 95 out of every 100 "mentions" published. "Competitive" mentions to show you exactly how you stand, may also be of importance to your organization.

This is but one of many ACB services available for business management. From such data, comes sounder advertising and sales policy.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB's retail store advertisement is every day's newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5



The
ADVERTISING
CHECKING BUREAU
INC.

Heart of Clary's Program

BRANCH MANAGEMENT CLINICS

They are designed to assist branch managers:

1. Obtain additional salesmen of outstanding ability.
2. Train and indoctrinate salesmen.
3. Supervise and stimulate salesmen while assisting their progress.

Clinics are short-term schools for 10 branch managers at a time; subject matter is limited strictly to the manpower program; each series of clinics emphasizes, chronologically, the three objectives above and each is followed by a six-month period of active application of knowledge gained in clinics; method of instruction is Army's "see and do"—managers participate during 50%-75% of each session period.

Three principles are reiterated throughout each clinic:

1. Men must make money.
2. The Clary definition of manpower: "Bring out the power within a man."
3. All instructional presentations (to managers, and by managers to salesmen) must follow the basic steps in selling—approach, demonstration, close.

The first series of clinics emphasizes Obtaining Additional Sales Personnel of Outstanding Ability.

But each series, spaced six months apart, briefly covers Five Fundamentals of Successfully Working through Salesmen:

1. Product. Using it. Demonstrating it. Selling it.
2. Recruiting. Selecting and hiring of the salesman.
3. Training and indoctrination of the salesman.
4. Supervising and Stimulating the salesman.
5. Maintaining High Sales Morale in branches and in each salesman.

Topics covered in first series of five-day clinics (December 1954 - March 1955):

First day . . . Explanation of long-range manpower development program, of immediate and future objectives of clinics. Assignment of adding machine and nearby territory to each manager for a half day of selling, cold canvass. Followed by individual conferences between administering team members and managers wherein latter exhibit product knowledge, ability to explain applications; effectively demonstrate machine. Sales techniques.

Second day . . . Managers demonstrate know-how on problems of pay roll, chain discount, pro rata, etc. Methods of obtaining outstanding sales personnel.

Third day . . . Interviewing techniques. Managers make reports on case histories of sales applicants.

Fourth day . . . Study of employment folders containing 27 printed forms. Managers participate by filling in all forms and tests including temperament analysis, occupational aptitude and sales aptitude.

Fifth day . . . Review of over-all clinic program.

Goal: To do everything possible to help the managers do their job in the manpower development program.

To avoid the error common to many training programs—too many subjects at one time—the team devised a schedule of Branch Management Clinics based on an 18-month “teaching and practice” curriculum. Managers were to attend clinics three different times, then for six months after each clinic put into practice the program they were taught.

Believing that maximum benefits stem from small “student” groups, the planning team decreed short-term schools for not more than 10 managers at a time.

After three months of detailed preparation, the first clinic was held in Chicago late in 1953. Attending, in addition to home office and regional representatives, were Clary branch managers from Philadelphia, Cleveland, Cincinnati, Pittsburgh, Chicago, Minneapolis, Milwaukee, Dallas, Houston and Kansas City.

It was the model for all the clinics in the first series, which were devoted entirely to the selection and hiring of salesmen. Only enough material on training and assisting salesmen was presented to relate the clinic to the over-all program.

Week of Activity

In the week of unaccustomed activity:

1. There were 11 hours of instruction per day for five consecutive days.

2. Managers learned by *doing* rather than listening and looking:

(a) They went out on “cold canvass” with a Clary adding machine under their arms, as an apprentice salesman may be required to do;

(b) they filled out questionnaires and took intelligence and aptitude tests which they would later administer to sales applicants;

(c) they were required to demonstrate every facet of their sales technique and machine knowledge.

3. Interest and enthusiasm were sustained at peak levels through information-and-action-packed sessions.

At the conclusion of the initial clinic a spirited response rose from weary managers. They voiced hearty approval of the meeting, with one manager summing it up in his Texas drawl: “I reckon what I’ve learned this past week will make more money for my salesmen, myself and Clary Multiplier . . . and to save my life I can’t think of three more deserving outfits.”

Other “first phase” clinics, aimed

at acquiring top salesmen prospects, followed in succeeding months for the other company managers.

To help managers in utilizing clinic principles, the planning team has instituted two correlated systems of aid in the field: One system moves members of home office and regional sales staffs around the country for brief visits to each branch; the second system, referred to as “detached service,” transfers personnel from a fast-progressing branch to another requiring experienced personnel specialists.

“It is too early in the program to evaluate results conclusively,” says Stallings. “Our goal is the setting up of a select, highly trained, ambitious sales force four years from now. There are indications, however, that our policy and program are beginning to meet present ‘principal and interest requirements.’”

Sales Up 25%

Two benefits noted to date are:

1. Higher-caliber salesmen hired.

2. Increased productivity by salesmen retained on the staff.

Substantiating these conclusions are the increased average sales per man among the entire sales force. A 25% increase has been achieved since the start of the clinics.

Three new branches have been added, and new managers appointed in 10% of the existent branches.

Most encouraging aspect of the manpower project, according to Stallings: men recently hired, without a single exception, show considerable capacity, have an excellent attitude toward selling. “They have demonstrated that they are keenly interested in making progress toward greater compensation and advancement in the company,” he states.

“Our branch managers report almost unanimously that they are obtaining sales personnel who, in the main, can be considered as branch manager material.

“If we train and encourage them properly,” he adds, “we can fully expect to have a sales force of the finest caliber in five years. But there is much work to be done. Constant training of our branch managers, and constant checking of their effectiveness in carrying out the manpower development program, are necessary.

The entire management of Clary Multiplier Corp. is solidly behind the concept of business operation summed up in a motto on Stallings’ desk: “Planning for tomorrow has priority equal to production for today.”

The End



The daily newspaper appeals to every age group of both sexes

Here at Advertising Checking Bureau, we read every advertisement published in every daily paper in the United States.

As we read this advertising totaling \$2 billion annually, our eyes occasionally fall on the editorial content and we observe that every age group of both sexes find special features of interest in the daily newspaper. The news columns, mightiest magnet of all features, is the newspapers own exclusive baillwick! Here is chronicled each day, newsworthy doings of local people, known and unknown to the reader—their triumphs and misadventures. And the news of the world.

This kind of news gathering and editing, plus high-speed presses and split-second distributing systems, makes the daily newspaper—now as in the past—the most patronized of all advertising media!

They pay us to serve you

ACB serves the newspaper industry by reading every advertisement published in the nation's dailies and Sunday newspapers, and making certain that proof-of-insertion is received promptly by the advertiser or agency. This service—paid for by the publisher—relieves the advertiser of clerical work and delays.

From this “reading job” ACB has developed 14 most useful Newspaper Research Services for merchandisers. More than 1100 leading firms use these services which are discussed in our column on the opposite page.

ACB furnishes a complete, accurate & dependable service

See opposite page for listing of ACB Service Offices



The
**ADVERTISING
CHECKING BUREAU
INC.**



On Campus with Max Shulman

(Author of "Barefoot Boy With Cheek," etc.)

THE OPERATOR

On every American campus there are four standard fixtures: No. 1 - ivy; No. 2 - a statue of the founder; No. 3 - Philip Morris Cigarettes; No. 4 - The Operator.

The ivy is to prevent strangers from entering the warehouse. The statue is to provide shade for napping when the weather is fine. The Philip Morris Cigarettes are an aid to concentration when you are studious, an aid to sociability when you are sportive, and a source of smoke signals to impress new girls. . . . And The Operator is the man you can't do without.

Well do I remember The Operator on my campus. He was a young man with a ready smile, a quick mind, fifteen complete changes of wardrobe, a six room apartment, a red convertible, and assorted stocks, bonds, securities, and second mortgages.

The Operator's origins were a source of lively speculation. Some said he was left over from the old Capone gang. Some said he was Judge Crater. Some said he sprang from the brow of Zeus.

But, in fact, he was just an ordinary student - to begin with. In his first year he studied hard, took copious lecture notes, got good grades, and made a big name. Then he began to take on you money; he'd let you know he was doing it. He'd sit up all night for you; he'd sit up all night for you. This was done with a purpose; this was done with a purpose. . . . The first year he charged more than on yours. . . .

In the second year he helped you copy his lecture notes. He helped you cram cost 50 cents an hour. His prices for writing themes were based on a sliding scale - a dollar for a "C", two for a "B", three for an "A". A "D" cost you nothing, and if you flunked, you got a dollar credit on the next theme he wrote for you.

His services expanded steadily. He added a line of cribs for examinations. He booked you on football games. He did a bit of bootlegging. He ran a date book. He rented cars, tuxedos, non-wilting boutonnières.

But all of these were secondary. His main line was lending money. At any hour he would lend you any amount from a dollar to a hundred. The interest was high, but he charged more than 150 percent interest.

Usury and shakedown were his specialties. He won affection. Nobody could resist him. He was a perpetual state of need - need of money, need of romance, need of beer, need of a car, need of a date, need of a girl, need of a job, need of a house, need of a car, need of a girl, need of a job, need of a house. . . .

Nor did he ever let you down. He went his well-heeled way. He was a carefree. One thing troubled him. He was a graduate. Graduation was a little hard to find in Shulman's random rantings. Call it subdued or *sotto voce* advertising. Still the space in 132 college newspapers, and Shulman, are paid for by Philip Morris & Co., Ltd., Inc., New York.

So he took you to law. When he had a business administration degree, he switched to psychology, from psychology to French to history, and so on, meanwhile getting credit for a degree. He never accumulated quite enough credits for a degree.

Finally, of course, it caught up with him. There came a semester when no matter what he took, he had to wind up with some kind of a degree. He looked frantically through the class schedule trying to find some major he hadn't tried yet. And he found one - physical education. So, sleek and pudgy though he was from high living, The Operator graduated.

Max Shulman's Subdued "Sell" Calls Collegians to Philip Morris

Undergraduates at the University of Maryland complained to the editor of the *Diamondback*: The column "On Campus with Max Shulman" should run oftener than once a week. But some of the critics tried to be reasonable: After all, "the paper must pay quite a lot for it."

The editor replied: "Not so. Philip Morris pays for it."

"On Campus . . ." is advertising. But except for a standing line at the bottom which says, "This column is brought to you by the makers of PHILIP MORRIS, who think you would enjoy their cigaret," the advertising may be a little hard to find in Shulman's random rantings. Call it subdued or *sotto voce* advertising. Still the space in 132 college newspapers, and Shulman, are paid for by Philip Morris & Co., Ltd., Inc., New York.

Long before "On Campus . . ." started last September to become rather required reading for 841,000 students, profs, prexies and others, a lot of underprivileged undergrads already were looking to Shulman for light. He had provided not-too-moral support with such works as "Barefoot Boy with Cheek" (stories of his own escapades at University of Min-



nesota), "Zebra Derby," "The Feather Merchants," "Sleep 'til Noon" and "The Many Loves of Dobie Gillis." His "Tender Trap" was set to open on Broadway. He was pregnant with the potentials of a soon-to-be-published "Anthology of American Humor."

In "On Campus . . ." the customary curricula have been spiced with dissertations on the high cost of dating; on tree-sitting contests, "the Operator" and "Football through the Ages."

The Operator, for instance, is one of four fixtures on every campus. The others are the ivy, a statue of the founder and Philip Morris cigarettes.

"The ivy," explains Shulman, "is to prevent strangers from mistaking the college for a warehouse. The statue of the founder provides shade for necking when the weather is fine." Philip Morris aids "concentration when you are studious," sociability when sportive, and is a means of blowing smoke rings to impress girls.

On the other hand, the Operator is a young man with "a ready smile, a quick mind, 15 complete changes of wardrobe, a six-room apartment, a red convertible, and assorted stocks, bonds, securities and second mortgages."

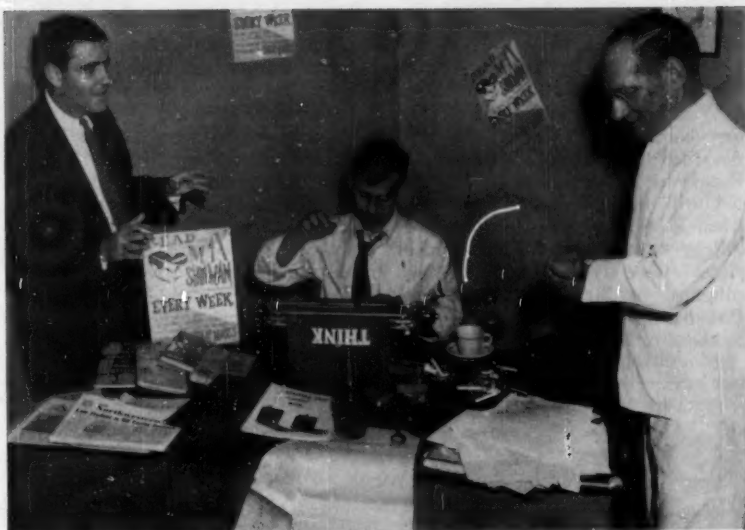
His origin is dubious: "Some said he was left over from the old Capone gang. Some said he was Judge Crater (who disappeared long ago). Some said he sprang from the brow of Zeus."

But his friendliness and enterprise produce a nice profit. The Operator will let you copy his notes, at a price. For 50 cents an hour until midnight (75 cents thereafter) he'll cram you for exams. His scale for writing themes rests on results: \$1 for a mark of "C"; \$2 for a "B" and \$3 for an "A." If you flunk you get \$1 credit on the next theme he does for you. . . . But "his main line is lending money." For this "he rarely charges more than 150% interest . . ."

The game of football, the students learn from Shulman, happened to get started in the Colosseum of ancient Rome one Saturday afternoon, when a crowd totaling MMCLDDXVIII, watched the Christians play the Lions.

Pleased with response from the first 13 weeks of Max Shulman's incursions into Culture, Philip Morris has undertaken a second semester.

Nationally, the Philip Morris brand ranks fifth, after Camel, Lucky Strike, Pall Mall and Chesterfield. Among the nearly three million students of our 1,900 institutions of higher learning, PM probably is fifth too. But among the fewer (and



PUBLICITY SHOTS such as this have collegiate appeal. Philip Morris' Bill Watts says to white-uniformed nut-catcher: "Wait a minute, Doc. Shulman hasn't finished this week's column yet."

larger) schools where PM does special promotion, says William L. Watts, manager of the College Promotion Department, "our standing is higher. On some campuses Philip Morris stands first."

After the Shulman series had run six weeks, Watts and his associates made a mail survey among business managers of the 132 newspapers scheduled, and conducted 3,012 personal interviews with students, professors and others on campuses across the country. The column then had a 62% readership and 67% sponsor identification. Sixty-one per cent of the newspaper readers favored the column to Philip Morris' former display type of advertising.

These percentages tally closely to the proportion of cigaret smokers—62%—among college undergrads.

The current "lung cancer" scare has had little effect, if any, on the amount of cigaret tobacco consumed, in and out of colleges. Although the number of cigarets used in the U. S. in 1954 declined slightly from 1953, the trend toward king-size brought a slight increase in total cigaret-tobacco volume. Among collegians the ratio of "kings" to "regulars" is said to be higher than that among smokers as a whole. . . . Philip Morris was a pioneer in marketing a king-size version of its regular brand.

Two reasons makers of cigarets and other products have long taken special care of collegians are:

1. At college young people acquire habits in products and brands which they may follow through life.

2. Collegians are leaders and style-setters . . . not only for other young people but for some oldsters.

In 1933 Philip Morris became the first cigaret maker to "concentrate" on the college market. This company appointed and trained college specialists on its sales staff and developed special sales promotion and advertising campaigns for the market. Rivals followed. Today, the big cigaret makers are estimated to spend an average of \$500,000 annually in advertising to win less than three million collegians.

The Philip Morris people wondered whether a *better* job might not be done for *less*.

In January 1954 the company held a meeting in New York of recent college graduates (within the last five or six years) from all divisions of the sales staff. They agreed that something other than big type, big space and big claims was needed to sell the somewhat sophisticated and skeptical collegians.

Why not a campaign in which the virtues of the product and the ego of the manufacturer were subordinated to the *interests* of the students? The whole gamut of their interests?

Why not a campaign by a well-known writer, who talked the undergrads' "language?" Why not apply *humor* to this business of getting brands tried and entrenched?

A committee composed of George Weissman, v-p and Assistant to President O. Parker McComas; Robert S. Larkin, sales promotion director; Bill Watts and James C.

Bowling, assistant to Weissman compiled a list of humorists.

Max Shulman emerged as the unanimous choice.

Was Shulman willing? . . . His first column was headed: "I Was Awarded a Ribbon and Promptly Put It in My Typewriter."

Until then Philip Morris had scheduled half or one-third pages in college newspapers. Early Shulman pieces were 12 inches on two columns, or 800 to 1,000 words. PM has had Shulman reduce them to about 600 words.

The entire "On Campus . . ." program — including advertising, merchandising and sales promotion — costs less than previous campaigns but is more effective.

Ninety-eight men on the Philip Morris sales force, in addition to student representatives, devote part of their time to the college market.

Last summer they received a red-and-black brochure with a flying megaphone on the cover, titled "Yea Team!"

District managers and college-market salesmen learned of a "new

selling approach to the important and hotly-competitive college market" — involving:

"1. An advertising campaign in college newspapers.

"2. . . . campus representatives at selected colleges.

"3. The fifth annual Philip Morris College Football Guide, with aggressive merchandising support.

"4. Follow-through by . . . field representatives."

Max Shulman was introduced as "the best known and most successful campus-bred humorist and satirist." His columns would be "specially tailored to a special and admittedly important group of smokers," and would "give the customer what he likes."

Salesmen should impress dealers with Shulman's reputation and give them sample columns to read. They should get dealers and cigaret clerks talking Shulman. They should install special window and counter pieces (a total of 8,000 and 2,000), which urged:

"Read MAX SHULMAN . . . EVERY WEEK in your campus paper . . . with a guffaw-packed column on undergraduate life . . . brought to you (*with a motive*) by PHILIP MORRIS."

Other material included a 12-carton counter display and 500,000 Football Guides for dealer imprint. Featured in the Guide was a Shulman football column and a cross-plug for the newspaper campaign.

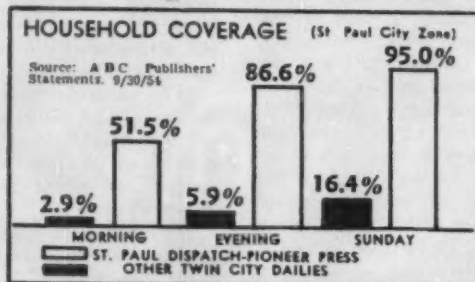
Sounding the Sendoff

College newspaper business managers and editors got a special mailer, "Sound the Hautboys! Clangle the Cymbals!" This emphasized that Shulman was cooperating to keep collegians contented; called PM "the intelligent man's and woman's smoke," and asked "help in giving this new campaign a send-off": (1) By giving the column good page position; (2) by running it in the same spot in each issue; (3) by providing "whatever extra editorial support and comment you feel its news value deserves."

The advertising campaign is handled by Biow, Beirn & Toigo, advertising agency, through National Advertising Service, which represents college newspapers. Meanwhile, Benjamin Sonnenberg, public relations counsel to Philip Morris, sent re-



Nation's 13th Market
is by advertising in the
St. Paul Dispatch-Pioneer Press



St. Paul Dispatch-Pioneer Press

Representatives Ridder-Johns, Inc.

New York — Chicago — Detroit — San Francisco
Los Angeles — St. Paul — Minneapolis

leases to college papers on such themes as "Barefoot Boy Max Shulman Begins Column for Campus Feather Merchants in This Issue."

Posters portraying the tousled head and impish grin of Shulman soon were adorning such places as dormitories and fraternity houses.

A mailing piece to campus tobacco dealers announced a "triple-threat selling program: Shulman columns, Football Guide and special promotions. A special field force would 'help you build store traffic and extra sales volume.'" (They were able to get displays, for free, says Bill Watts, in many store positions for which competitors pay a fairly high price.)

Preferred "Positions"

College dailies usually run Shulman on Wednesdays, and opposite editorial page. Newspapers running it elsewhere generally pick a regular spot for it—often the editorial page itself. (PM pays no premium for "position.") When a professor of architecture at Ohio State University couldn't find Shulman in his current *OSU Lantern*, he wrote the editor. "What happened to Shulman's Philip Morris blerb?" (The prof's spelling.) . . . "Talk value" has multiplied circulation on the campuses which get the campaign. . . Some college newspapers and magazines, not on the list, have received permission to run Shulman as an editorial feature.

Among comments from business managers of newspapers on the schedule:

Tulsa Collegian: "Society page and Shulman have best readership." . . . *Wisconsin Daily Cardinal*: One day a week Shulman replaces the regular humor column. . . . *Miami Hurricane*: ". . . anyone who reads the *Hurricane* reads his column." . . . *Temple News*: "We even had a couple of freshmen looking for Shulman to get his autograph."

The business manager of University of Louisville's *Cardinal* reported that the Philip Morris series was the "talk" of a recent Associated Collegiate Press Conference. A journalism professor at University of Pittsburgh, who doubles as director of student publications, said that one topic at a college newspaper forum, before the PM campaign began, was "what type of advertising should we leave out?" There's been less agitation against cigarette copy since.

PM's Jim Bowling played back to SM tape recorded interviews he had

at Pittsburgh: A man student said "Shulman's stuff is an insult to the intelligence—but the first thing I read in *Pitt News*!" One student, who happened to be business manager of the *News*, was sampling 50 students a week to learn how the column was read.

A leading retailer there called the column "wonderful. . . . One customer in three picks up a football folder." Another retailer said the series was "the greatest thing that ever happened."

John Carroll, PM's Division Manager at Pittsburgh, thought the series would "accomplish more than

any previous college campaign." Cigarettes are sold there largely through vending machines. Already, Carroll said, the campaign is helping on placements in them.

Philip Morris invites the colleagues to suggest topics on which to turn loose the Barefoot Boy. Suggestions range from athletics to campus politics, night life of the student, professors, "big wheels" (presidents and administrators), fraternities, and college newspapers.

Max Shulman should have enough to write about to keep him, and Philip Morris, going indefinitely.

The End



When household goods are moved by Mayflower they ride safely locked inside the van! Mayflower vans have no tailgates.

AERO MAYFLOWER TRANSIT CO., INC.
INDIANAPOLIS, INDIANA

MAYFLOWER LONG-DISTANCE MOVING SERVICE—America's Finest



IF CURIOSITY is an index of interest, Kaiser can lease thousands of its Nest-A-Bins, a new aluminum bulk con-

tainer for industries handling raw materials. But salesmanship must be effective because . . .

Prospects Think They Have Four Good Reasons for Not Buying

Any one of the four objections would place a heavy burden on an established product. But how would you deal with all four motives for saying "no" to Kaiser's new product?

The odd-looking containers, in photograph above, are Kaiser's contribution to solving the \$2 billion annual waste caused by obsolete materials handling methods.

The container, trademarked Nest-A-Bin, was introduced by Kaiser Nest-A-Bin Division, Willys Motors, Inc., San Leandro, Cal., at the Western Materials Handling and Packaging Exposition in San Francisco in

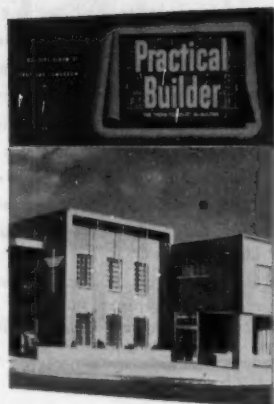
August 1954. Nest-A-Bins, when disassembled, fit one within another, like paper cups.

Curiosity about Nest-A-Bin at the exposition and subsequent word-of-mouth advertising have produced a raft of inquiries. Salesmanship, however, will be called upon to win customers for Kaiser's new aluminum bulk shipping container from users of conventional bags and barrels.

P. B. Stern, general sales manager, Kaiser Nest-A-Bin Division, points out that publicity brought more than inquiries from prospects. It threw the spotlight on the four kinds of resistance Nest-A-Bin would encounter:

1. Tradition. "It's hard to convince a firm that the 'tried and true' method, such as handling flour in sacks, is obsolete," Stern observes.

2. Complacency. "This attitude is usually allied to intolerance," comments Stern. "We know we will have plenty of it to overcome. People who have operated their business a certain way for many years almost automatically react defensively to something startlingly new."



You buy all when you buy **PB**

You're paying for it, Mr. Advertiser... so why not get it?

Why settle for less than the entire light construction market?

*Certainly, your sales promotion program for the year ahead must include not part but all of it. And that's precisely what **practical builder** gives you. It is the only builder-book edited for the entire builder-market. Its builder-readers erect 7 out of every 10 dwelling units; do 60% of all new light construction, do most of the industry's repair and remodeling. It's as simple as ABC: to sell builders you must reach builders. PB delivers the greatest builder-circulation, the greatest builder-readership, the greatest builder-loyalty, the greatest builder-buying-power. And all at the lowest cost!*



**...of the light
construction industry**

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3

42.5% of the Light Construction volume is *new* residential building: rural, small town, suburban and metropolitan areas.

36% of Light Construction volume is remodeling, alteration, repair: a steadily increasing market for *all* kinds of building materials, tools, equipment.

6.8% of the Light Construction Market is miscellaneous non-residential building (Schools, Churches, Auditoriums, etc.).

6.7% of the Light Construction Market is new industrial building (Small Factories, Warehouses, etc.).

2.8% of the Light Construction Market is Public Utility.

2.7% of the Light Construction Market is Farm Service buildings.

2.4% of the Light Construction volume is Commercial Building.

0.1% of the Light Construction Market is all other private building.

[Above statistics based on Department of Commerce 1952-1953 totals.]

3. Ignorance. "This is almost harder than complacency to combat," says Stern. "Isn't this a familiar argument: 'You can't show me anything that will cost less than the containers I use. My competitor, Jones, is spending a lot more.'"

4. Skepticism. "There are prospects for 'something better' but they are apt to be skeptical," Stern notes. "In planning our sales program on Nest-A-Bin we asked ourselves just what the inadequacies of the two or three slightly similar containers might have done to the market."

The division then asked itself: "What have we got to show? Is Nest-A-Bin a tool that can be used economically? Will it save money for its users? What other advantages can it offer?"

Theoretically, there were good answers to these questions:

1. Nest-A-Bin saves substantial amounts of money over the long pull by eliminating recurring container expense and reducing labor and handling costs.

2. Nest-A-Bin lends itself to complete and accurate inventory control.

3. Nest-A-Bin avoids loss from infestation or moisture damage, container breakage or sifting.

4. Nest-A-Bin more efficiently utilizes storage space in the warehouse, helps to reduce freight costs through nesting feature which means economical return of empty containers.

5. Nest-A-Bin can be stored "outdoors."

6. Nest-A-Bin helps to reduce industrial accident or injury claims—the bins are not handled manually.

7. Nest-A-Bin discourages pilferage—it's easier to walk off with a 100-pound sack than a 3,100-pound bin.

"If our product won't do most of this for you," Kaiser says to the skeptics, "we don't want to sell you. Will you cooperate with us in trying to find out whether Nest-A-Bin will materially increase your profits by reducing your materials handling costs?"

If the prospect is willing to cooperate, he is given an evaluation sheet for facts and figures that will help Kaiser to bring him a Nest-A-Bin plan for bulk handling of materials in his plant. Forms, in most cases, are sent to inquirers and prospects with a comprehensive brochure which tells the story of Nest-A-Bin simply, pictorially, yet technically.

The evaluation data comes under five heads:

1. Supplier and user concerned with materials handling.

2. Physical properties and amounts of materials to be handled.

How To Sell More

"Here are eight techniques for increasing sales . . . for getting more sales mileage for an established product:

- (1) Give the customer an extra value without reducing profit.
- (2) Make it more convenient for consumers to buy more.
- (3) Put the product in an exciting new background.
- (4) Associate the old item with something different.
- (5) Create a new reason for new customers to buy the product.
- (6) Give a mass appeal to a class item.
- (7) Consider methods for introducing an inexpensive item to a class market.
- (8) Use a method of distribution which may be entirely new to many companies: house to house selling." — Milton Weill, president, Arrow Manufacturing Co., Inc.

3. Type of container now being used.

4. Present method of transportation.

5. Present handling costs per container of material.

Space is left for "Other Information." Five questions under each of these heads, when fully and accurately answered, provide the information needed by the company's engineering department to prepare an individual plan. The prospect is assured that his data will be held in strictest confidence.

Evaluation forms are processed in the San Leandro office of the firm. When completed, the evaluation is presented personally to the prospect by a Kaiser Nest-A-Bin special representative. The field men are not called salesmen, since Kaiser is not "selling" in the ordinary sense of the word.

The representative carefully checks the evaluation at prospect's plant, decides whether the facilities are adaptable to the Nest-A-Bin method of materials handling, and costs involved, if any. The representative then closes with the signing of the contract for the service.

"Observe," says Stern, "he does not close the sale. We do not sell, but lease, the bins. This is in line with the trend toward leasing of industrial tools and equipment, which permits an efficient use of working capital and provides other advantages.

"We do not allow anyone to make a large capital expenditure for this tool. We offer it on leases running from one to five years, depending on the earning capacity of the bin for the individual customer. We do not lease it at all unless we are convinced it will do a job where it is placed. We want every user and his suppliers to become familiar with and

convinced of the savings Nest-A-Bin can make possible. The savings in dollars earned by the bins over a given period determine the leasing rate and, hence, the length of the lease."

At the end of a specified leasing term, the user, if satisfied, then leases indefinitely at a token rate to cover handling and invoicing.

The special representative is responsible for following through on the actual installation of the Nest-A-Bin service. He helps with the development of a timing schedule for receipt and delivery of materials, makes sure that there is a smooth and even flow of bins. Before leaving, the representative makes absolutely certain that the method is completely understood by all concerned and is operating properly. He keeps in touch regularly.

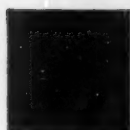
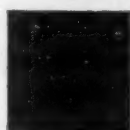
Stern emphasizes: "We want to maintain a direct and personal contact with every prospect until he becomes a customer, and from there on as long as we serve him.

"And we must continue to assure ourselves that the bins will benefit the user, save him money, increase his profits, eliminate his handling problems all along the line."

How far along is the program? Preparatory to launching it on a national scale, the company is double-testing both the tool and the sales policies by placing bins in selected private industries on the West Coast. It is watching closely to determine whether anything can be added to the product to increase its advantages, or any improvements made in the selling policy and program. A number of leasing arrangements have been entered into, more are in the making.

"We want to save industry that \$2 billion now going down the drain," Stern says.

The End



more sales calls on ready buyers — — —

■ You would like to increase the number of calls your salesmen make on *ready* buyers—ideally, those who have invited your men to call. You can take a step in that direction right now. — ■ A good catalog program is the key, because those who specify and buy in industry almost always use catalogs to sift suppliers before calling in salesmen. And your catalogs can be planned specifically to induce more of them to call in your men. They can be placed strategically in the offices of all good potential customers and kept there ready for instant use. — ■ Helping manufacturers get more invitations for their men to call, through better catalog procedure, has been the whole business of Sweet's for nearly 50 years. A helpful new booklet, "Your catalogs—key to more orders," is yours for the asking. Sweet's Catalog Service, division of F. W. Dodge Corp., Dept. 36, 119 W. 40 St., New York 18. Offices in all principal cities. "The easier you make it for people to buy your products, the easier they are to sell."



Everyone set out to beat Matty Matson, but as it turned out Matson topped his own record for a single month's sales, won contest.



Other agents didn't lose, however, since incentive provided by the contest increased their individual sales . . . and their own income.

They Couldn't Beat the Champ!

Mutual Benefit Life's insurance agents pitted their sales skill against the company's all-time champ, Matty Matson. Nobody beat Matson, who sold \$2.5 million in the contest month, but the company sales force set a new record.

You may have an annual sales campaign that produces satisfactory sales increases. You would like to see them jump even higher, but why meddle with a sure thing?

That was the situation at Mutual Benefit Life Insurance Co., Newark, till Director of Sales Services Gordon Hull eyed *Life* magazine's successful "Beat Ben Hogan" campaign, decided the idea deserved another try. Mutual Benefit's traditional sales campaign, held annually in October and featuring jousts by knights of two medieval armies—armies of salesmen—showed no signs of wear. But, Hull and other sales department officials reasoned, why not lay down a new challenge! The beat-a-champ theory might work for Mutual Benefit.

Did it? Adapted for the company's particular needs, the idea sparked a nation-wide campaign that produced more life insurance sales than ever before recorded in Mutual Benefit's 109-year history.

For the champ, the company chose Max (Matty) Matson of its Cleveland agency. An outstanding student at Ohio State University and a two-letter man in athletics in his undergraduate days, Matty, left a success-

ful law career in Dayton 22 years ago to join Mutual Benefit. He soon became one of the company's sales leaders. He has earned every sales honor awarded by Mutual Benefit and many from the insurance industry. He led the company in sales in '52 and '53, and holds the all-time sales volume record for one man which he established in 1952.

Matty pledged his full cooperation in the new beat-the-champ contest. His challenge to the field force was announced in mid-September in a special jumbo wire signed by company President H. Bruce Palmer. The telegram announced the contest, gave a brief outline of the rules, and proclaimed October "Beat Matty Matson" month. The company's nine leading agents were invited to compete with Matty on a scratch basis; all other agents were given a handicap based on their past production.

The sales department felt that it was good psychology for participants to go on record about their objectives. Pledge sheets were sent to each agency for the field men to fill in.

Following the wire, motivating literature, announcements of details and weekly progress reports were mailed to the field force at two-day

intervals until the campaign ended. These sheets also included Matty's record and the formula for calculating individual agent handicaps.

Agency department personnel visiting the 73 agencies reported sales force enthusiasm high in this unique opportunity to beat the champ. Example: Letter from 70-year-old Chicago agent, Charles Minor, written from the hospital where he was recovering from major surgery. . . . "At age 70 I am leaving a contented retirement to demonstrate that it takes more than idle words to win this battle. I am having my wheel chair greased and my crutches repaired. My surgeon advises me that after a short stay in the hospital I will be in shape for the battle. . . ." Mr. Minor began his battle by selling the attending physician an insurance plan.

Beat-the-champ campaign pay-off: the company's agents wrote a record \$68,180,530 of life insurance during the contest, topping the previous high for one month by \$6 million. Max Matson submitted an amazing \$2.5 million, a record for the amount written in one month by a single agent. He outdistanced his nearest rival by \$270,000.

The End.

SALES MANAGEMENT

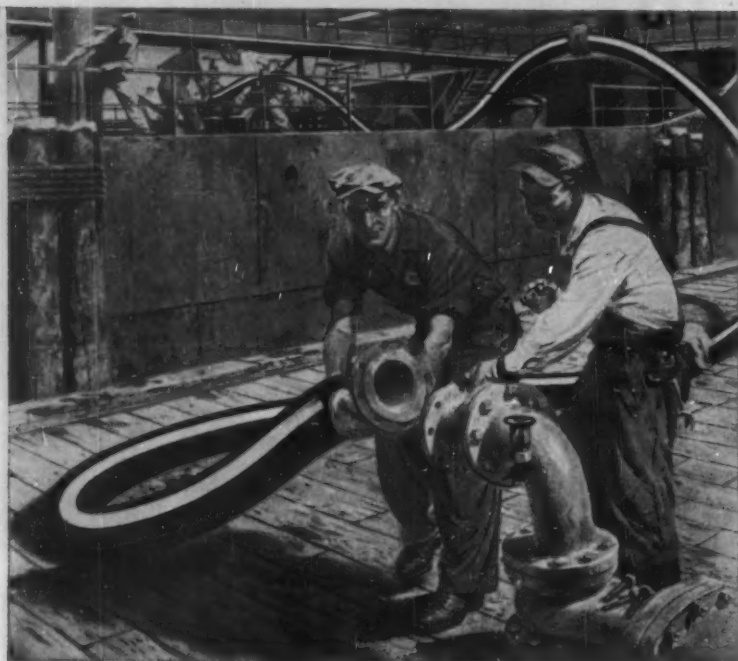


Where can you find... better customers than the farm families served by **SUCCESSFUL FARMING**? ... In three years, 1951 to 1953, 4% built new houses, and 82% remodeled or repaired their homes... 47% bought new furniture and 43% new furnishings for living rooms... 16% new furniture and 50% new furnishings for dining rooms.

They are a big market—1,300,000. And a rich market—SF subscribers average just under \$10,000 cash income from farming alone. And a market equivalent to another national suburbia, in this one magazine! To reach the most and the best buying power among U.S. farmers... to balance national schedules where general media fail to penetrate deeply... you need **SUCCESSFUL FARMING**! ... Call any SF office.



MEREDITH PUBLISHING COMPANY, Des Moines...
offices in New York, Chicago, Detroit, Philadelphia,
Cleveland, Atlanta, San Francisco and Los Angeles.



"That's a load off our shoulders!"

say dockmen about U. S. Rubber H-1515 hose

Handling conventional oil-dock hose is not a job for weaklings. The hose is bulky, heavy, stiff—difficult to handle and hoist. United States Rubber Company engineers thought this was doing it the hard way. They came up with U. S. Amazon® Hose H-1515—2/3 lighter in weight, highly flexible. That's why dock workers are cheering.

Executives of oil companies, barge and towing lines are cheering, too, but for additional reasons. U. S. Amazon H-1515 is so easy to handle that it sharply reduces make-up time to the header. Its light weight and ease of handling have sharply

reduced accidents. As for durability, U. S. Amazon, despite its light weight, can take rough treatment without damage.

This hose makes all other oil-dock hose obsolete. It has been thoroughly proven by four years of Navy service, and three years of oil company service. It is now used by every major oil company in America and most foreign countries. H-1515 Dock Hose is made only by United States Rubber Company and sold through any of the 27 "U. S." District Sales Offices. Further information is obtainable by writing to address below.



"U. S." Research perfects it... "U. S." Production builds it... U. S. Industry depends on it

UNITED STATES RUBBER COMPANY

MECHANICAL GOODS DIVISION • ROCKEFELLER CENTER, NEW YORK 20, N. Y.

Rolls • Belting • Electrical Insulation • Rubber-to-metal Products • Oil Field Operations • Plastic Pipe and Fittings • Coasting Wheels • Packings • Tapes • Blended and Extruded Rubber and Plastic Products • Protective Linings and Coatings • Conductive Rubber • Adhesives • Bell Coverings • Mats and Milling

BUSINESS WEEK—JUNE 17, 1954

Top management doesn't often specify the kinds of oil discharge hoses to be purchased in the petroleum industry, yet Warren Tipton, gen. Mechanical Goods Division, U. S. Rubber Co., insists that industrial product advertising must reach high-level executives. Why? "Because it shows that our company stands ready to tackle the job, no matter what the field or the industrial rubber problem. It preintroduces the prospect to our salesmen." This advertisement appeared in "Business Week" and "Fortune." For the advertising approach the Division uses in specialized business journals, see page 64.

This Ad Saves Salesmen's Time

**BY WARREN A. TIPTON, General Sales Manager,
Mechanical Goods Division, United States Rubber Co.**

Ask any dock-walloper about the oil hoses he uses to load and unload tankers and chances are he'll tell you that they're heavy—plenty heavy. Conventional oil discharge hose weighs more than 35 pounds per foot, so you can figure out how much muscle a dock master has to recruit

when he must move a hose that is a half-block long.

The hose, often with a diameter of one foot, is a must in the petroleum industry, and other industries, too. It is a high-volume product with a vast, diversified market.

Last spring our Mechanical Goods

Division, New York City, created quite a stir in oil trade circles when we introduced, formally, an oil discharge hose that is one-third the weight of conventional types. We call it the "Amazon H-1515." It is sold direct to industry.

Advertising schedules for Amazon appear in (1) general business magazines reaching top management and (2) the more specialized journals reaching the personnel who directly influence the buying of dock hose in oil companies across the country.

How to live happily ever after

Almost everyone will agree that short lived client-agency relationships are, unhappily, profitable neither to the client nor the agency.

But it does not necessarily follow that all *long lasting* client-agency relationships are happy ones or productive ones. They *can* be and they *should* be. But too often they degenerate into dreary affairs of habit with both parties merely going through the motions along the path of least resistance.

In such unproductive associations we feel that the blame rests more often with the agency than with the client. By the very nature of its function, the agency is in the better position to generate and maintain vitality in the relationship.

In soliciting an account, we believe it is our responsibility to the client to define the conditions under which we can do the best possible job.

Those conditions can be summed up in two words:
Full Partnership.

Neither we nor any agency can be fully effective if we are held at arm's length. If we are denied "confidential" sales figures, or information about internal problems affecting production or sales. If we have no part in formulating as well as implementing advertising's function in reaching sales objectives.

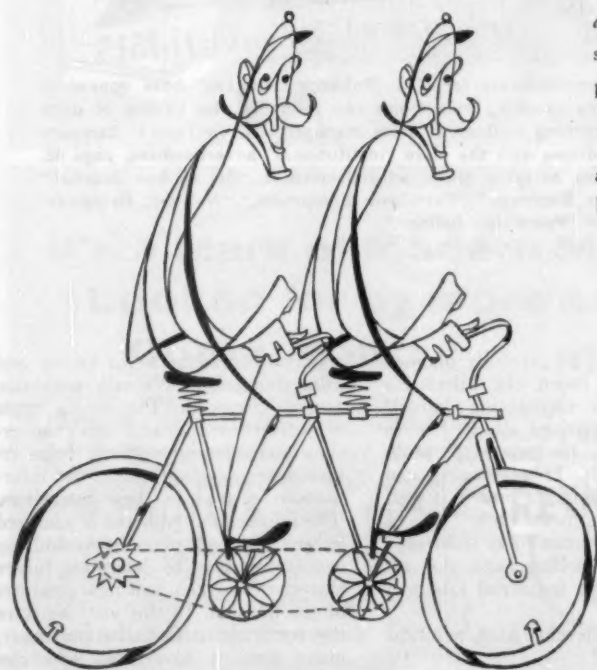
We have found that when most prospective clients understand the extent to which we like to cooperate with them, they are not only pleasantly surprised, but very willing.

Having been given the privileges of partnership by a client, it then becomes our continuing job to assume the *responsibilities* of partnership.

It is part of that responsibility not to "yes" the client automatically. To disagree when we have real grounds for disagreement, either about objectives or methods of reaching them. To recommend what we honestly feel is best, even when that recommendation involves cancellation of space or time we could continue to bill merely by keeping our mouths shut.

As long as we think and work like partners, clients *accept* us as partners, not suppliers. Such relationships stay alive and grow increasingly profitable to both parties with each year of working together.

We have found that to be true with a great many accounts, including our *first* client, with whom we have been living happily for almost half a century.



Marsteller,
Gebhardt
and
Reed, Inc.

A D V E R T I S I N G

CHICAGO • PITTSBURGH • NEW YORK

AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

Actually, it is the dock master who motivates the sale of oil discharge hose. He explains the need for new dock-side equipment to his immediate boss, usually a superintendent who can authorize purchase.

Our Amazon advertising is a kind of forerunner or door-opener for personal sales contact. With proper strategy behind it, product advertising conditions a prospect to maximum receptiveness. All selling is, I think, positive conditioning.

The advertisement with the headline "That's a load off our shoulders!" appeared in *Business Week* and *Fortune*. I regard it as downright practical copy. With it, we tell top management that no matter what its industrial rubber problem in any field, it can count on U. S. Rubber's facilities to tackle the job. I chose this advertisement as an outstanding example of a sales aid because it is typical of the kind of message we want to give to industry. We use the transportation phase of the petroleum industry in this particular case to show how our Mechanical Goods Division has solved a problem peculiar to a specific industry.

Strongly stressed is the fact that this hose has been applauded by dockmen who appreciate its lightness and flexibility, and by oil company officials who recognize it as an investment in time and labor savings.

All our advertising is designed to make our salesmen's calls more productive by preselling the first three basic steps to successful sales: establish contact, arouse interest and create preference for our company and

About the Author:

Warren Tipton began his career with United States Rubber Co. in 1935. He started as a salesman after 15 years of engineering and sales work with firms in Illinois, Texas, Oklahoma. On his way up he became manager of packing sales, then manager of mechanical sales for the New York branch, and then district sales manager for the branch. He's been general sales manager of the Mechanical Goods Division since 1950, commutes to his Rockefeller Center office from Scarsdale, N. Y.

H-1515

U. S. Amazon

MOST AMAZING development
the history of

The only new major
oil-dock hose
in a generation!

Ever see such flexibility in oil-dock hose?



You're looking at the new U.S. Amazon H-1515

These advertisements for U. S. Rubber's "Amazon" hose appear in publications reaching men "who can influence the buying of dock hose," according to General Sales Manager Warren Tipton. Compare these headlines with the more "institutional" advertisement, page 62. Publications carrying these advertisements: "Oil & Gas Journal," "Petroleum Engineer," "Petroleum Equipment," "National Petroleum News" and "Petroleum Refiner."

our products. This carefully planned program cuts down the salesman's time spent in introducing himself and his company and allows him to concentrate on his prospects' problems and needs. If advertising can merely save salesmen's time it is well worth the investment. Only 50% of the average salesman's day is devoted to face-to-face selling, and the average call of the industrial salesman costs \$17.

How do we develop good, practical advertisements?

Using a carefully prepared set of questions, we research each of our

commodities from a marketing and sales standpoint. We talk with customers, prospects. The media, types of advertisements and other advertising and sales promotional helps required are developed from the information received in these interviews. The information gathered is analyzed by our commodity managers and my own department to determine future objectives, markets and new products of the division. In this way we have the opportunity to make the many, many product advertising schedules do the best job in supporting our sales personnel.

The End

Sell the **GLEAM** that says **PROTECTED QUALITY!**

It's a bright sales point you make when you point to Reynolds Wrap Aluminum Packaging . . . when you show your customer how surprisingly many examples she has in her basket. You are praising her choice of *quality* protected as only aluminum can protect it—against moisture, air, odors and damaging light rays. And you are powerfully promoting your own prestige, your own reputation for fine merchandise *kept fresh*.



Sell the Seal that says it quicker!

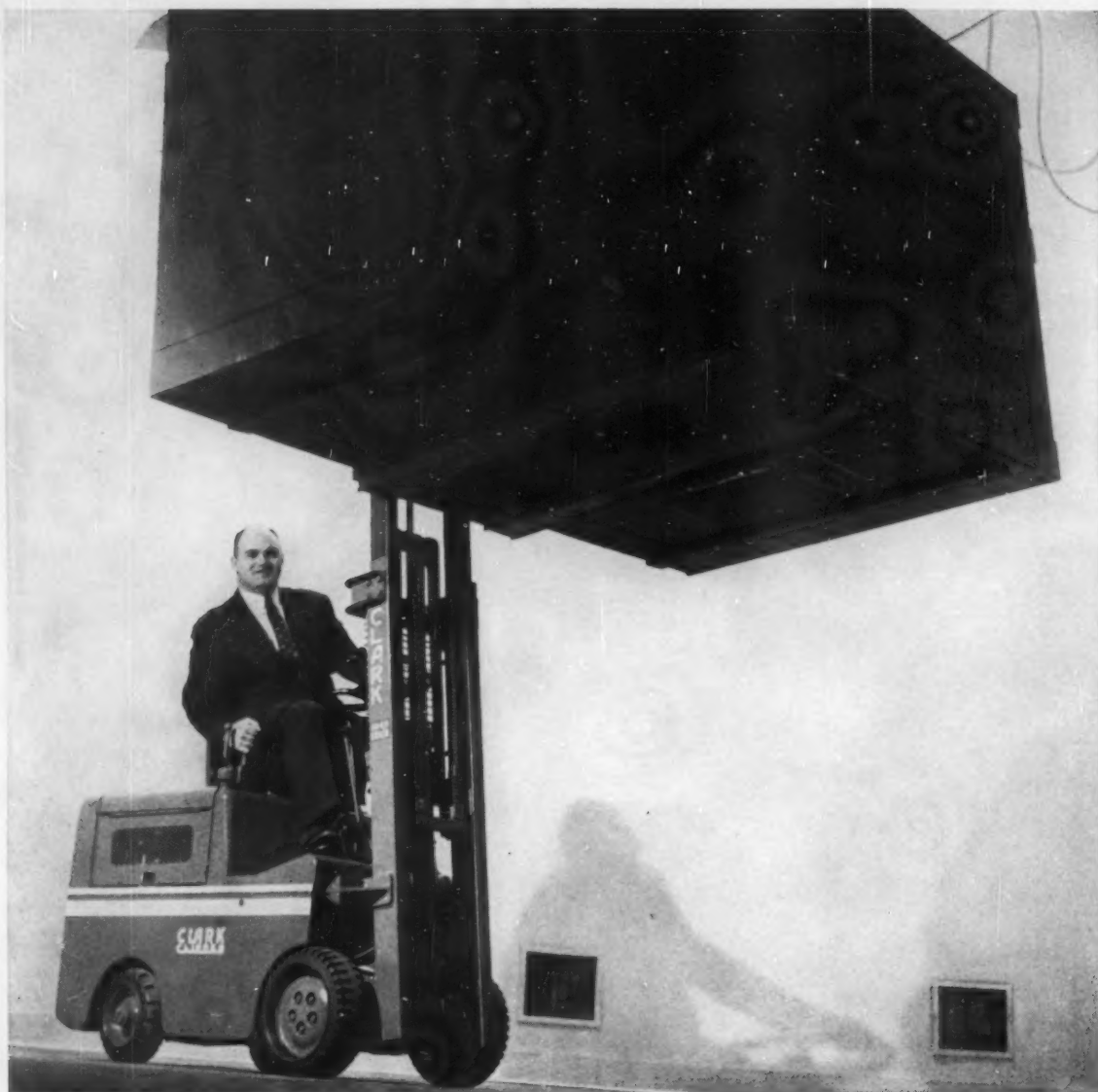


It's bright sales strategy to know the Reynolds Wrap Aluminum Packaging Seal . . . and to point it out to your customers, on the packages. Using the name of the housewife's favorite kitchen food-keeper, REYNOLDS WRAP, this Seal sums up *quickly* the whole story of quality protection. It makes that story *important* — as it should be to your customers and to you. The Reynolds Wrap Aluminum Packaging Seal elevates to a higher plane the whole packaged goods industry . . . basis of your volume sales!

It's a Mark of Modern Merchandising... Looked for by More and More Consumers!

Reynolds promotes this Seal with full-color pages *monthly* in national consumer magazines and *weekly* on the hit TV show "MR. PEEPERS." More and more of your customers know it and look for it. For suggestions on tying in store-wide promotions of foil packaged products, write to **Reynolds Metals Company**, General Sales Office, Louisville 1, Kentucky.





R. H. Davies, Vice-President of the Clark Equipment Company, asks:

"Do you know this famous weight lifter?"

"You've seen these mechanical muscle men all over the country," says R. H. Davies. "Clark builds them to lift up to 13 tons at a clip!"

"When Kansas City was hit by a recent flood, most of their fork trucks were damaged. Clark dealers are among the best equipped in the country. But when ten or fifteen companies needed replacement parts—and *fast*—the demand was unprecedented! We shipped carburetors, distributors and other

essentials by Air Express from our Jackson, Mich. service headquarters — and they arrived the same day!

"Our sixty dealers coast to coast know its speed and reliability. We average 5,000 pounds a month by Air Express.

"What's more, most of our shipments *cost less* by Air Express. For instance, a 25-lb. shipment by Air Express from Jackson, Mich. to Kansas City costs us \$6.45 — that's \$3.50 less than by any other air service."



Air Express



GETS THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY

EXECUTIVE SHIFTS IN THE SALES WORLD

Amana Refrigeration, Inc. . . .

E. W. Lyon to sales manager, room air conditioners.

Atlas Mineral Products Co. . . .

Joseph A. Snook from v-p, sales, to executive v-p; Eugene Kirkpatrick to general sales manager.

P. Ballantine & Sons . . .

H. William Koch, Jr., to general merchandising manager.

Brockway Glass Co. . . .

James A. Giddings, general sales manager, to a v-p.

Burlington Mills Corp. . . .

W. C. Harris joining Burlington as v-p in a sales coordinating capacity; formerly v-p of merchandising and sales, Dan River Mills.

Cincinnati Lathe and Tool Co. . . .

David A. Wallace to sales manager.

Consolidated Paper Co. . . .

William G. Henry to carton sales manager.

Fansteel Metallurgical Corp. . . .

Herbert B. Clark to executive v-p of Fansteel and its subsidiaries.

General Foods Corp. . . .

C. A. Kolb to newly created position of national sales manager, General Foods Sales Division.

Hoover Co. . . .

Charles R. McLean to manager, Special Products Division; will be

in charge of national sales for the company's steam irons, floor polishers.

Johnson Bronze Co. . . .

H. Roy Butts to v-p charges sales.

Kennecott Copper Corp. . . .

Glenn P. Bakken to executive v-p and a director, Chase Brass & Copper Co., Inc., a subsidiary.

Francis H. Leggett & Co. . . .

Ed Malone joining as general sales manager. The company is one of the largest wholesale grocery and manufacturing organizations in the U. S. Mr. Malone was formerly publisher of *Grocer-Graphic*.

The Martin-Senour Co. . . .

Alex C. Furtwangler to manager of advertising and merchandising.

National Broadcasting Co. . . .

H. Weller Kever to national sales manager, NBC Film Division.

Nestle-LeMur Co. . . .

William F. Moran to sales manager, Harriet Hubbard Ayer and Milkmaid Divisions.

Remington Hardware Co. Inc. . . .

Frank A. Eustace to general sales manager.

Jacob Ruppert Brewery . . .

J. Joseph Taylor, Jr., to v-p and director of advertising.

Southern Comfort Corp. . . .

John W. Vincent to v-p and general manager.

C. A. Swanson & Sons . . .

Donald V. Way to sales manager, new Canadian subsidiary: C. A. Swanson & Sons of Canada, Ltd.

J. B. Williams Co. . . .

John E. Grimm to v-p in charge of marketing.

See how ADmatic can boost sales for you



in trade shows, stores, windows—day or night

Put full color and action into your sales messages—get greater attention at less cost— attract more prospects than through any other medium with the ADmatic, the automatic slide projector that runs continuously, day and night, with no operator needed.

The ADmatic projects a new message or idea every 6 seconds on a large screen equivalent to a 28" T V. It holds 30 slides (2" x 2") that are easily changed. Just as effective in lighted areas. Use the ADmatic wherever people gather, in stores, trade shows, dealer show rooms, theatre and hotel lobbies, as a visual salesman; or for personnel and salesman training programs.

For rental or purchase terms, wire, write or phone

THE HARWALD COMPANY, INC.

1216 CHICAGO AVE. • DAVIS 8-7070 • EVANSTON, ILL.

PROFIT POWER*



WALLACE'S FARMER

Iowa Homestead

Dante M. Pierce, Pub., Des Moines, Ia.

* MORE SALES POWER at lower sales costs... because this one medium does a complete selling job in Iowa... in the wealthiest farm market in the U.S.



MARRIED 35,000 YEARS!

When 700 Golden Wedding couples are our guests each autumn for dinner, music and hearty celebration, they collectively represent more than 35,000 years of loyal, loving companionship.

The Press always enjoys playing host to these wonderful people who so beautifully represent the sacred importance of marriage. We are as proud of their loyal record as they are. We know that such loyalty is a blessing to both community and humanity.

* * *

Cleveland people also have a great record of loyalty to their favorite newspaper — The Cleveland Press. It is a natural consequence that the favorite among readers is also the favorite of alert advertisers.



The
Cleveland
Press

10 Reasons Why Ads Fail

No. 1: the budget may be inadequate, or the task may be too much . . . and No. 10: the objective is not clearly defined and therefore themes wander in various directions.

BY HENRY OBERMEYER

Vice-President, Bozell & Jacobs, Inc.

Advertising has made great strides (a) testing its techniques, and (b) analyzing motivations of the consumer as a guide to copy appeal and theme. And, it probably deserves the commanding position it occupies in the eyes of the businessman.

Yet, sometimes a business puts too much reliance on advertising and not enough on those factors which make advertising work.

To what degree, it should be asked, is advertising conducted in a watertight compartment? What, if anything, is to be done before, during and after the appearance of an advertisement? Is there a lack of concern for the fact that advertising, to justify itself, must contribute its full share in lowering the cost of distribution—in helping the business to operate at a profit, and to secure the investments of its stockholders and the jobs of its employees?

Small Firm's Problem

These questions are especially important to the small "independent" businessman who is losing the fight because he can no longer afford the kind of ammunition necessary to impose "massive retaliation" on his competition.

But, the individual businessman must do something if he wishes to survive. He must make his advertising dollars work at least twice as hard—and he can do this, if he will simply put his advertising in gear with all of the related parts of the management machine.

Coordination and follow-through are the answer to many advertising problems of small or medium-size businesses. Such businesses have a better chance to engage their forces and direct them to their own ends—more sales at lower selling cost.

Depending on advertising alone, the businessman finds it increasingly difficult to make even that initial impact at a minimum expenditure.

To compensate for this, the advertiser, and his agency if he has one, must take a broader look at the advertising picture—to see where it fits into the over-all pattern of "communication of persuasion" which includes public relations and publicity; market research and merchandising; sales promotion and selling aids; the care and feeding of salesmen, dealers and distributors—and even the financial and personnel policies of the company.

The 10 Reasons

Experience teaches — not much perhaps, but here are some of the lessons which have been learned the hard way—"don'ts" that point the way to "do's." They may be called *Ten Reasons Why Advertising Sometimes Fails*:

1. The budget was inadequate or, conversely, the task was beyond it.
2. The advertiser neglected to employ experienced personnel or agency facilities.
3. The advertiser allowed his own preferences or prejudices to override recommendations of his advertising manager or advertising counsel.
4. The advertiser neglected to follow through on his advertising in two ways:
 - a. By failing to take advantage of supplementary aids; for example, a coordinated publicity program, point-of-purchase material, direct mail promotion.
 - b. By failing to merchandise his advertising to dealers and salesmen.
5. The advertiser did not prepare the ground for his advertising. His sales and distributor organization was not advised of the schedule; still worse, dealers often were not stocked with the advertised product.
6. Selection of media was made without adequate investigation; for example, whether media chosen actually reach the people who are logical prospects for the product.

7. Leads and inquiries resulting from advertising were not promptly or otherwise adequately handled.

8. Advertising was on a stop-and-go basis: each advertisement had to break the ice of public interest over and over again.

9. Advertising was not planned to insure continuity, or in accordance with seasonal and other requirements of the business.

10. The objective was not clearly defined, and therefore copy themes wandered in various directions. The advertising thus lost one of its primary aims—the association of ideas with the identity of the advertiser.

The End



Books That Talk: It's A Child's World

Things are different for today's kids. Nowadays a child who wants to be read to doesn't have to wait until a suitable adult appears. He'll take his newest book, put it on the phonograph and play it. The book will be one of the new Magic Talking Books, a new invention in the book publishing field, which adds the fourth dimension of sound to full-color, illustrated children's storybooks.

The publishers, The John C. Winston Co., Philadelphia, say that the books have washable covers upon which a sound track has been impressed. Corners of the talking book are rounded as a safety device. The books were invented by Bernard Geis, former editor-in-chief of Grosset & Dunlap, and his wife, Darlene, author of children's books. The Geises hit on the idea of making sound an integral part of children's books in an effort to counteract the impact of too much television on their own young sons.

**This Coupon
Brings You
Facts on How
Your Product
Rates in
Portland, Oregon**

THE OREGONIAN,
Portland 1, Oregon

**YES, I want a copy of The Oregonian's
Consumer Inventory of TOP TEN BRANDS.**

Please send it to:

Name _____

Firm _____

Address _____

City _____ Zone _____ State _____

NOW! The Oregonian's SECOND ANNUAL Consumer Inventory of Portland's TOP TEN BRANDS and STORE DISTRIBUTION CHECK

NOW, for the second year, you can *know* how your product rates in the buying homes of Portland, Oregon—marketing center for 1¼-million consumers.

The Oregonian brings you a complete and authentic *personal interview survey* of product usage and brand purchases. Here are facts about *your brand*. A simultaneous store check gives comparisons between acceptance and distribution. Prepared by Dan E. Clark II & Associates, Inc. Available after February 1.

CHECK THESE SURVEYED SALES FACTS:

1. Product usage in the permanent Portland home market.
2. Brand acceptance—yours and your competitor's.
3. Grocery and drug store check of brand distribution.
4. Media penetration and duplication.
5. Family characteristics.

RESERVE YOUR COPY NOW FROM

the Oregonian

PORTLAND, OREGON

Largest Circulation in the Pacific Northwest
236,289 Daily — 294,216 Sunday

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

TOOLS FOR SELLING



1. Skill in using telephone persuasively in selling is not easy to come by. To make telephone contacts pay off, a large Brooklyn savings bank requires account sales representatives to take part in vigorous telephone training clinics. New account clerk, above, makes practice call . . .



2. Conversation with another bank employee, acting as savings account "prospect" (right) is tape-recorded. Recording is later analyzed for good and bad conversational gambits, omissions, etc. This role-playing and group-critique training method accounted for increased business within two weeks.



Put the Telephone Into Sales Training . . .

. . . and you may discover that planned telephone selling can become one of your most productive marketing aids.

To help offset the high cost of personal sales contacts, many sales organizations are beginning to study the practicability of telephone sales procedures. Big advantage: Top-rung, face-to-face salesmen, properly trained in telephone techniques, can devote more working hours to actual sales talk, less to waiting room fidgets and traffic snarls.

Last year, by telephone alone, a New York City tire distributor, National Fleet Service, Inc., sold \$5 million worth of truck and bus tires to fleet owners from coast to coast. A farm implement wholesaler in the Northwest found that four "thank you" calls to customers cost \$4.60,

but sold \$1,180 in additional parts. While these calls involved the use of long-distance, effective selling is done on a local level, also. An example (see pictures) is The Lincoln Savings Bank of Brooklyn, N. Y., now relying more and more on the telephone to secure new accounts for savings bank life insurance.

Hurdle to clear: While the telephone provides something of an express route to everywhere—there are more than 50 million telephones in the U. S.—the instrument, itself, is merely a tool for bringing good salesmanship to bear on prospects. Not every top "personal" salesman can

turn himself into a professional telephone salesman overnight. As a result, you'll be hearing more about telephone selling clinics, or workshops, where sales departments have seen fit to bring in telephone training specialists to work with sales personnel.

Last fall The Lincoln Savings Bank took its second crack (within a year) at a telephone sales clinic.

Role-playing: Bank employees, using telephones connected to loud speakers and tape recorders, assumed prospect vs. salesman roles. Under the direction of an independent telephone consultant, Theodore Allen Johnson, Sidney Edlund and Co., New York City management counselors, the class operated chiefly by the group critique method. Object: Learn to exercise "positive persuasion" in an



◆ **ideas** helped translate the fresh styling concept of the 1955 Dodge into vivid visual impressions. Designed to fire the enthusiasm of dealers at preview presentations, these units are currently on display in showrooms throughout the country . . . creating demand for this famous car. Ideas can stretch your exhibit dollars . . . and we would welcome the chance to discuss *our* ideas with *you*.



GARDNER DISPLAYS

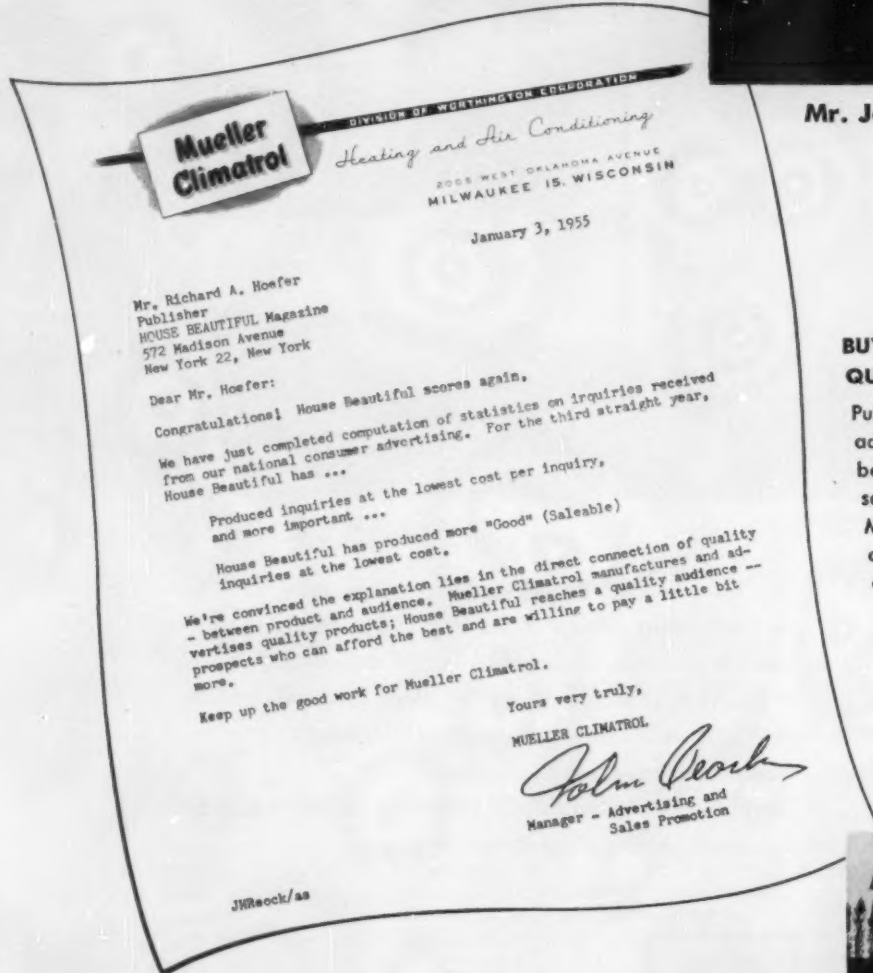
PITTSBURGH • NEW YORK • CHICAGO • DETROIT

**"For the third straight year,
HOUSE BEAUTIFUL
has produced
more inquiries at the
LOWEST COST PER INQUIRY"**

writes Mr. John H. Reock, Manager, Advertising and Sales Promotion, Mueller Climatrol



Mr. John H. Reock

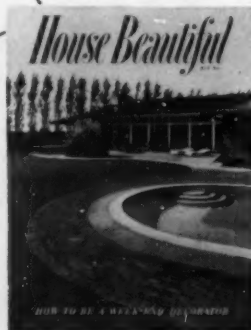


**BUY QUALITY TO SELL
QUALITY...**

Put House Beautiful on your advertising schedule and the best of products gets a new sales lift. You'll learn as Mr. Reock did—it pays to be a regular House Beautiful advertiser!

• Sells both sides
of the counter

House Beautiful MAGAZINE
572 Madison Avenue, New York 22, N. Y.



TOOLS FOR SELLING (continued)



Modern participation procedures are core of telephone training programs conducted by Theodore Allen Johnson, above, one of country's few independent training counselors. He employs visual aids, tape recorders, loudspeakers and batteries of telephones to get across nuances of telephone selling.

attempt to turn every inquiry into a new savings account or, at least, a visit to the bank.

Trainees were ready to explain the maximum protection afforded by Federal Deposit insurance on savings accounts; how to make favorable comparisons between Lincoln's interest rates and those paid by commercial banks or savings and loan associations. Then there was the critical discussion pointing out the mistakes, omissions and good points of each call monitored on loudspeakers.

To show how the telephone can sometimes sell the idea, if not the product, practice calls were made—timed, theoretically, to follow mailings made in response to inquiries about Savings Bank life insurance. Early in one call, for example, a telephone trainee seemed to sense that the housewife (played by another trainee) was not in a position to make the buying decision. He then concentrated on selling her the idea . . . Would her husband come into the bank for additional discussion?

Mock-up selling conversations were in no way rehearsed; if the "salesman" couldn't convince, the play-part buyer didn't buy. "You've got to be just right," cautioned Con-

sultant Johnson, "because what you leave unsaid may hurt you more than what you say. Say everything and ask everything."

Fred G. Kracke, vice-president, Lincoln Savings, appraises results: "By the end of the second week of training, prospects whose interest we had developed on the telephone were coming into the branch every day. . . . Actual signed applications for Savings Bank life insurance have resulted already."

Are planned telephone sales procedures for your business? To find out, Consultant Johnson suggests three steps:

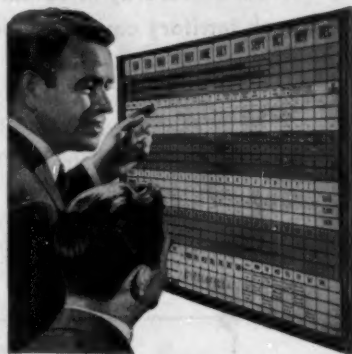
(1) Check with your local telephone representative to find out how other firms are using the telephone to solve selling or customer relations problems.

(2) Determine the minimum training your salesmen should have in the effective use of the telephone. Training in good telephone usage is essential to successful telephone selling. Many Bell System companies will provide the basic training without cost.

(3) Develop and make a limited control test of a telephone sales campaign.

The End

You Get Things Done With Boardmaster Visual Control



- ☆ Gives Graphic Picture of Your Operations—Spotlighted by Color
- ☆ Facts at a glance—Saves time, Saves Money, Prevents Errors
- ☆ Simple to operate—Type or Write on Cards, Snap in Grooves
- ☆ Ideal for Sales, Scheduling, Contests, Production, Traffic, Etc.
- ☆ Made of Metal. Compact and Attractive. Over 50,000 in Use

Complete price **\$49.50** including cards

FREE

24-Page BOOKLET NO. S-200
Without Obligation

Write for Your Copy Today

GRAPHIC SYSTEMS

55 West 42nd Street • New York 36, N. Y.

\$500

A MONTH

Pays For This Important Missing Link!

A YEAR-ROUND SALES PROMOTION

Merchandising, Marketing, Packaging, Publicity, etc.

PROGRAM

Details on request. An interview will entail no obligation. Phone or write

POSNER-ZABIN

95 Madison Ave., New York 16
MU. 9-2676

MAKE 'EM LAUGH!

Friendly prospects buy quicker. Make yours laugh with the "Let's Have Better Motives" monthly mailings. Unusual — effective — economical — exclusive. Write for details on your business letterhead.

FREDERICK E. GYMER

2121 E. 9th St. Cleveland 15, Ohio

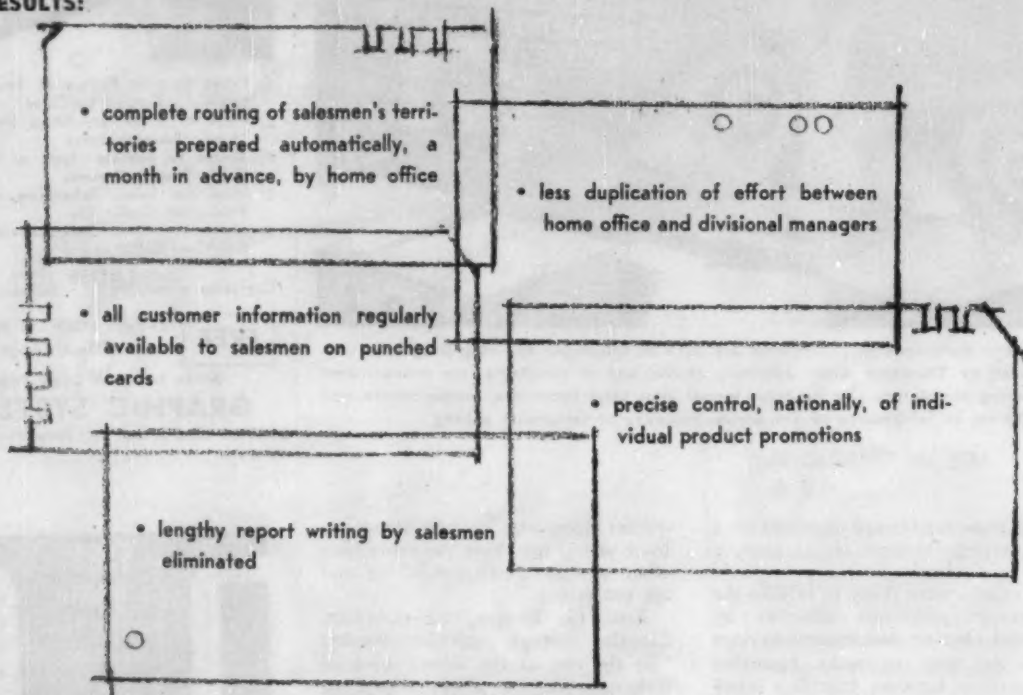
PROBLEM:

find a better way to obtain maximum business from each territory covered by individual salesmen

SOLUTION:

adapt sales administrative routine to push button tabulating procedures

RESULTS:



Sales Supervision by Push-Button

BY JOHN GILLIAM

Electric impulses and punched cards now control salesmen's activities for a manufacturer of beauty soaps, lotions, cosmetics and allied products sold in grocery, drug, variety and department stores throughout the U. S. and Canada.

The system clicked to life after four years of experimentation on the part of 200 salesmen, 12 divisional managers and the sales department itself. Similar to newest control

systems used in business accounting, finance and production control, the program is adaptable to almost every business or industry employing a large sales force. The farther from the home office the salesman, the more profitable the system's benefits.

The beginnings: To properly understand the need for tighter control, let's look at the problems a salesman faced:

He was burdened with paperwork. There was the daily call report to prepare; there were promotional reports, credit reports on new customers, complaint reports. The daily call report alone covered each of eight to 20 calls the salesman was expected to make. He had to record, on each, sales, results of interviews, promotions set up or serviced and any additional information that developed during the contact. After his regular

A MIGHTY "IMPORTANT" NUMBER!



When you're right next to number "one," you're of no small importance. That's the way it is with South Bend — Indiana's 2nd city in population, buying power, and sales — *and Indiana's 2nd most important market.* It's saturated by *one* newspaper, The South Bend Tribune. South Bend is a famous test market too. Find out for yourself — write for free market data book, "Test Town, U. S. A."

The
South Bend
Tribune



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

Franklin D. Schurz — Editor and Publisher

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

ONE PAPER GIVES COMPLETE COVERAGE*

*Evening 153,632 • Sunday 162,781

IN THE ACTIVE AKRON MARKET**

**Met. Area 438,374 • Ret. Tr. Area 568,024

AT ONE LOW RATE***

***35c per line Evening or Sunday

Advertise in Active Akron!

AKRON BEACON JOURNAL

EVENING AND SUNDAY

JOHN S. KNIGHT, PUBLISHER



One LOW rate in the evening and Sunday Beacon Journal—Akron, Ohio's **ONLY** newspaper—gives you full coverage of Akron's \$990,000,000 market. The Beacon Journal is one of your best newspaper buys in the middle west. R-O-P Color is also available.

STORY, BROOKS & FINLEY
REPRESENTATIVES

day's work, he spent from one to three hours filling out forms and writing.

There was, of course, resentment. The fact that the salesman was required to perform these administrative tasks put him on the defensive. He felt the home office was making him do work that was unnecessary and unused. Was it? Who could do justice to the job of receiving and tabulating information from 200 salesmen's daily reports? Who could have used the information, once it was compiled in some meaningful form?

Then there was the problem of territory coverage by salesmen, and the problem of territory changes and their justification. Changes were frequent, resulted in headaches in the home office sales, credit and order departments.

There began an earnest search for a better way. Briefly, here's what took place:

A check-size IBM card was made up for each customer throughout the U. S. and Canada. At first the card listed a minimum of information—customer's name, address, size of business and class of trade (retail, chain, wholesale, grocery or drug).

Cards were then distributed to divisional managers who, with the salesmen responsible for the various accounts, decided how often each customer should be contacted in order to obtain maximum business from him during the year.

Cards were then returned to the home office for punching, sorting, filing—according to territory.

The process: During the last week of each month the cards are run through the sorting machine at the home office, and all cards of customers to be contacted during the following month are automatically pulled out. Cards are then bundled (by territory) and sent to salesmen.

When salesmen receive these cards, routing of their territories for the following month is complete.

No false starts: The salesman makes his calls, just as before. But instead of presenting each customer with an assortment of five to 20 or more items, he presents his *promotional* item, and only those others on which he has advance information (from his cards) that the customer will and can profitably handle. He carries with him a card for each cus-

tomers, and as he completes each call he records his sales on the card. Space is provided for notations on all company products, promotions, displays, etc. At day's end he mails to the home office all cards covering his calls for that day. He can then either plan his next day's calls or do whatever he wishes, for all the reporting he now has to do is accomplished as he fills out his card—while talking to the customer.

When a card comes back to the home office, all new information is coded and set up in print on the card itself. The card then goes back into the file until it is time for that particular customer to be called upon again. Each time the salesman receives the card, he has before him a complete story of sales to that customer for the entire current year. Naturally, it will guide him in each sales presentation.

A switch: Under this system, salesmen do not send in "reports." Instead, the home office sends reports to salesmen.

Through a systematic study of cards, the home office regularly sends to the salesman reports showing information about his customers: their purchases by class of trade, by item; their rise or fall according to past volume; results of promotional campaigns, and numerous other facts invaluable to the salesman in appraising his territory and customers. In addition, the home office conveys this information to divisional managers, who are then able to prepare comparison reports showing each salesman his standing among members of the division, and with the entire company.

The latter reports from the company enable the divisional manager to supervise his division more effectively, and do it with less control from the home office. This eliminates, almost totally, duplication of effort between home office and divisional managers. It enables the divisional manager to hold his own sales meetings on the spot—in territories where they are most needed. Where many salesmen and divisional managers are up to 3,000 miles from the home office, considerable time and money can be saved in this respect.

Control point: To get reports out to salesmen and divisional managers, all orders from salesmen are routed through a control point at the home office. Here information is taken from orders-in, coded and tabulated according to information sent in by the salesman on his cards.

The End

VISUAL METHODS COMPANY, INC.

"The Sales Manager's Agency"

Has Changed its Name to—

H. D. ROSE & COMPANY, INC.

"The Sales Manager's Agency"

6 EAST 39TH STREET, NEW YORK 16, N. Y. MU 6-4443

Now, with larger staff and facilities we can render even more versatile and efficient service to Sales Executives for planning, creating and producing

SALES PROMOTION and TRAINING PROGRAMS

Sales Meetings

Sales Presentations

SALES MANUALS, Brochures, Booklets

Sound Slide Films

Recordings

VISUALCAST Transparencies, Glass Slides

VISUAL METHODS, INC.



will be operated as our
Production Division

Useful Giveaway Item Sews Up Prospects

A simple giveaway dreamed up four years ago by the sales promotion department of Kimble Glass Co., a subsidiary of Owens-Illinois Glass Co., is still paying dividends in customer interest.

It's a compact sewing kit: three spools of thread are packed in a glass shell vial; needles are packed in a smaller vial which fits into the holes of the spools. Kit bears the message, "Sew Up Sales—Package Your Products in Kimble Vials."

Originally used as a giveaway at Kimble's booth at the 1950 AMA packaging show, the kit created so much interest it was retained for general use and has become a favorite with the salesmen of all the company's divisions. It appeals to customers and prospects, both men and women.

On Second 15,000

Thousands of the vials were passed out at the 1950 show and within a short time Kimble container salesmen received personal and mail requests for "one of those handy little sewing kits." The original supply of 15,000 was soon exhausted and an additional 15,000 were ordered. Customers of other Kimble divisions heard about the kits, put in requests for them. Today the demand for the kits is divided about evenly between new requests and pleas from kit owners for replacements.

According to the Kimble sales promotion department, the sewing kit giveaway was based on the theory that such an item should:

1. Be useful—not just a gadget.
2. Have sufficient interest to be taken home intact—and an appeal for the distaff side lacking in most business giveaways.
3. Have a long utilitarian life: the longer it is kept the better it serves as an advertising medium and reminder of the product it sells.
4. Have a brief sales message.

5. Be representative of the product it sells.

The sewing kit giveaway also includes these advantages: A traveling man can carry one in his shaving kit; a woman can keep it in her purse; an office worker can keep it in a desk drawer; it is a handy home emergency kit, and fits easily into the glove compartment of a car.

Each vial contains spools of white, black and brown thread. Two different-sized needles fit in the needle

vial. Stoppers for both vials are polyethylene. The message is printed on the outer vial in ceramic fired-on color for durability. The thread is wound especially by Gudebrod Bros. Silk Co., Inc. Needles are supplied by several manufacturers.

In addition to vials and other pharmaceutical containers, Kimble manufactures construction glass block, laboratory and scientific glassware, all-glass television picture bulbs, glass insulators for power and communication lines, tubing and rod and other specialized products in the glass field.

The End

RELAX!

just phone

manpower Sue
for
TEMPORARY HELP!

Dial your problems away. Manpower, Inc., employees will solve all your temporary, seasonal, peak load, emergency and vacation problems.

Temporary Help

- ★ Typing — Stenography
- ★ Calculating
- ★ All Types of Office Work
- ★ Complete Convention Service
- ★ Exhibits Set-Up

Direct Mail Service

- ★ Addressing, Stuffing, Mailing
- ★ Duplicating Work
- ★ Automatically Typed Letters
- ★ Lists Compiled, Maintained
- ★ Complete Letter Shop Service

Telephone Secretarial Service

- ★ Use Manpower's Office as Your Office
- ★ Telephone Answering Service
- ★ Mailing Address and Mail Forwarded
- ★ Prices Quoted — Appointments Made
- ★ Complete Secretarial Service
- ★ Desk Space Available

Surveys

- ★ Consumer and Market Surveys
- ★ Sample and Premium Distribution
- ★ Your Product Inventoried on Customers' Premises

You eliminate cost of . . . hiring, payroll records, taxes, insurance, unemployment and workmen's compensation claims, holiday pay — fringe benefits.

Use Our Personnel and Equipment . . . for 4 hours, a day, a week, a month or longer. You pay only for hours actually worked. Our employees are fully bonded and insured.

NEW!

SALESPower INC.

Our new affiliate is a unique national sales and merchandising organization with offices coast to coast. Use our offices, supervision and sales force to sell and merchandise your products.

Call us Today!
Our Rates
Are Amazingly Low

For further information write: Milwaukee 3, Wisconsin

Over 40 Branches Coast to Coast

manpower, inc.®

Nation's Largest Complete Business Service





BIG MEETING SETUP: This is the all-in-one arrangement. Room has six display windows for showing new P.O.P materials . . . completely outfitted bar with refrigeration and running water . . . easel unit with pocket into which exhibit cards used by speakers can be dropped . . .



SMALL MEETING SETUP: Partitions which fit into ceiling grooves can quickly be set in place to divide the area into five separate meeting rooms. If men are properly seated in general meeting, they need not move for breakup into smaller meetings. Each unit has its own air-conditioning.



PRESIDENT ROSS CORBIT of Hiram Walker takes New York's Mayor Robert Wagner on a personally conducted tour of the new center.

Hiram Walker's Has Everything

It is skillfully designed to provide both for audience comfort and for ease in seeing and listening.

Ideal is the word for the sales meeting room in the new Hiram Walker Distribution Center, Long Island City, N.Y.

Designed and constructed by P. Kretzer & Sons, Flushing, N.Y., the entire plant has many good features, is said to be the world's largest wholesale liquor distributing warehouse.

These are some of the ideas built into the meeting room:

1. **Flexibility:** There is no hint of the room's multi-purpose character—especially desirable for an organization that breaks down the sales department into small regional units. Its 2,150 square feet accommodate a large group. Folding partitions, made by Modern Fold, slide out from inconspicuous slots to form five completely separate smaller rooms; ceiling rails for the sliding walls have the appearance of geometric designs. Sections are individually air-conditioned. Separate entrances and aisles enable groups to disband independently. The room is equipped with telephone jacks, placed conveniently for the smaller units as well as the large area.

In general meetings, groups are seated in specific areas: When the sliding walls are rolled out, smaller groups can meet without changing their seats.

2. **"See-ability":** There are no pillars or other obstructions in the room. Lighting is more than adequate, with recessed fluorescent tubing in the ceiling, spotlights for the platform.

SALES MANAGEMENT

Meeting Room

All lighting is controlled from one location.

3. Presentability: The speaker's platform is the right height for planned or impromptu presentations, sales talks. It has a movable, indirectly lighted lectern and an easel with a hidden slot for presentation cards when the speaker is through with them.

4. "Hear-ability": The projection booth for both sound and slide films, at the rear of the room, is so constructed that noise of projectors cannot be heard by the audience.

Tailored to meet the specific needs of Hiram Walker, the room has six display windows, three on each side. Salesmen can thus study displays before offering them to customers.

There are also a fully equipped model package store and a bar, the latter with running water and refrigeration. It serves as a showcase for new displays. The package store is the self-service kind, in line with modern retailing trends. The counter, only three-and-a-half feet square, holds the cash register, serves as wrapping stand.

Color scheme of the room features Hunter and light greens. Bar and store fixtures are in blond oak. Ceiling is Libbey-Owens fiberglass insulating and soundproof squares. The entire room is air-conditioned including the projection booth.

Salesmen who have already used the meeting room rib the management mildly: "You gave us no posts to hide behind; how can we take our cat naps?" . . . "Everything is out in the open; there are no corners to retire to." . . . "If we're late, we have to walk right past the speaker . . ." Management accepts all this as an indication the hall will serve its purpose well.

The End

FEBRUARY 1, 1955

THE CINCINNATI TIMES-STAR
puts it in . . .

BLACK AND WHITE



FOR SOLID . . . CONTINUING GROWTH



11,633

GAIN

In two years, Times-Star total circulation has jumped 11,633 . . . going from 147,880 to 159,513. 85% of this increase (9,839) has been concentrated in the City Zone . . . your primary sales area.



NEARLY

500

AVERAGE
MONTHLY
INCREASE

Times-Star circulation growth has been averaging 500 new subscribers (representing \$3,000,000 in buying income) per month for the past two years.



CINCINNATI TIMES-STAR

Remember, the Times-Star is the strongest selling force and largest evening paper in Ohio's second largest market.

Gen. Adv. Rep.: O'Mara & Ormsbee, New York, Chicago, Detroit, San Francisco, Los Angeles

Sylvania Plays Game In Training Salesmen

It's like bingo; it's like a quiz show; it's on records and it's called Tune-O. What does it do? It puts a challenge into training and makes salesmen want to know the answers.

BY ETNA M. KELLEY

More than 100 Tune-O record game sets are now used for sales training by distributors of the Radio and Television Division, Sylvania Electric Products, Inc. Produced by Audikon, Buffalo, the game was adapted from a successful radio program, and is designed to make sales training sessions entertaining as well as instructive. According to John O. Painter, the division's sales training director, the game was introduced a year ago as a tool in the firm's long-range training program for distributors and dealers, and results are justifying the expense incurred.

Game's main purpose is to test

trainee's product knowledge, after he has had basic training. The plan: The district sales manager conducts training sessions with distributor salesmen in his territory. His purpose is twofold—to cover the subject matter of the course and to train his salesmen to conduct meetings for their dealers. This takes about eight hours of instruction and practice over a period of two to three weeks. The Tune-O game is used at the end of the session for a final check on what salesmen have learned. Cash prizes are offered as incentives.

The distributor salesman in turn uses this system, in condensed form,

What Is Tune-O?

As used by Sylvania the Tune-O game kit contains dramatized questions regarding features of the company's radio and TV receivers, recorded on standard phonograph records, plus 50 playing cards on which are printed an answer index and a numbered bingo-type chart.

Each kit comes in an album, with instructions for playing the game and a master answer check-sheet. Players find the answer to questions or identify the feature presented on the recording by consulting the answer index on the cards. Answers bear numbers, some of which appear in the playing squares on the Tune-O card. As each player identifies the feature and locates its number in the squares on his card, he covers that square.

The first player to cover five squares in a straight line, vertically, horizontally or diagonally, wins the game.



READY TO PLAY, the complete Tune-O record game consists of an album of records and bingo-type playing cards. This package was designed especially for Sylvania.

in training his dealers. The Tune-O game—plus cash prizes—is used at a follow-up meeting.

Says Painter: "The game not only tests a trainee's product knowledge, but instructs him at the same time. The men concentrate while listening to the 60-second dramatization that is part of the game. It is especially valuable in reviewing customer benefits. Dealers have shown that as a result of Tune-O training they do a better job of selling the firm's Halo-Light and in converting TV chassis features into customer gains.

As new models are brought out, game albums are revised to present new product information.

Audikon reports that it is now in a position to adapt the game to other manufacturers' products. Firm stresses that Tune-O is not a complete sales training course in itself, but a method of making the presentation and testing of established sales courses more interesting.

Cost of 50 completed albums, personalized, is approximately \$1,500, Audikon states. This basic price includes scripts, production personnel and techniques, visual aids, special recording effects and the records. Price for 100 albums is approximately \$1,750; additional albums, \$5 each.

The End



Design and equipment of two-level, drive-in barn save plenty of lifting and lugging.

When even your buildings work for you . . . that's better farming!

The modern farm building, like the tractor, is an efficient production tool—not a place to work. It *does* the work.

To help more farmers make their buildings work more productively, *Better Farming* for February features the newest, most functional, best equipped farm structures. Articles, pictures and diagrams show how to make every inch of space cut labor and time, put more dollars into farmers' pockets.

Every issue of *Better Farming* keeps

top farmers abreast of the best in all better farming practices . . . inspires average farmers to higher farming goals that mean up to 25% more net income.

That's why our name and aim are now the same—*Better Farming*.

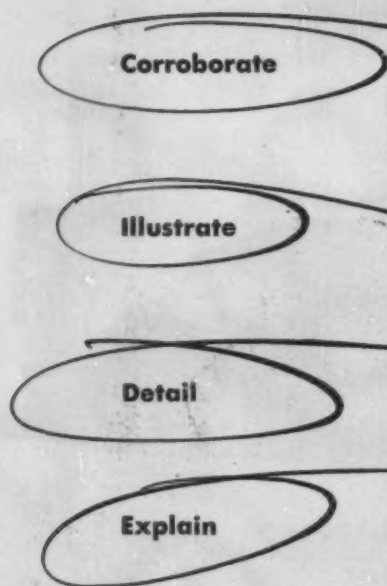
And it's also why advertisers—whose products are the tools of better farming and better farm living—reach a more responsive, more profitable market through the magazine aimed at the same, single objective—*Better Farming*.

Country Gentleman's name and aim are the same —

A Curtis publication



For both prospects and
salesmen, advertising
reprints:



More proof of how

Norton G Bond wheels boost O.D. grinding profits

Users praise "TOUGH OF GOLD" performance that
steps up production rate and quality while cutting costs

Users' Reports on Centerless Grinding

"G Bond wheels produced better
finishes than any other wheels.
Case 300, more pieces per dressing,
on both rough and finish grades. Also
eliminated previous distortion of work
due to overloading."

"Dressing required only once every
4 hours, instead of every 40 minutes.
Best general purpose wheel ever used
on our centerless machines."

"Cut faster and finer, held size better
and gave better finish than previous
standard wheel."

"G Bond wheel gave 16 hours longer
wheel life and produced much better
finish."

Users' Reports on Cylindrical Grinding

"G Bond wheel gave 30% more pieces per dressing, with greatly improved
finish."

"Grinding to .001" finish, G Bond wheels reduced stock finish, more con-
sistently. Gave more pieces per dress, with less quill run time."

"Center grinding, rough stock easily, holds form. Best wheel ever used."

"Ground extra .001" radius grooves per dressing, compared to .05 with
previous wheel. Then G Bond wheel, also used on critical shoulder job, held
form and gave superior finish."

Cylindrical Grinding is faster, easier, more profitable when wheels made with
the Norton G Bond — most efficient standard hard steel developed — add the
advantages of G Bond wheels for O.D. grinding.

New users are quick to recognize the
advantages of G Bond wheels for O.D.
grinding.

Center grinding action... faster and re-
sist... better finish... more pieces
per dressing... longer wheel life...
easier dressing, with less wear on dis-
c and on roll.

Added up, all these advantages mean
valuable production advantages and im-
provements in your product. That's why
G Bond users have been glad to show
their appreciation — with a steady
stream of endorsements like those re-
produced here.

Your Norton Distributor
is ready with proof of how G Bond
wheels can add the work-saving,
profit-increasing "Touch of Gold" to
your own cylindrical or centerless grind-
ing job. Or write to NORTON COMPANY,
Worcester 6, Mass. Distributors in all
principal cities, listed under "Grinding
Wheels" in your classified phone direc-
tory. Export: Norton Bells-Manning
Overseas, Incorporated, Worcester 6,
Massachusetts.

Making better products...
to make other products better

NORTON
and the BELL-MANNING division

NORTON Abrasives • Grinding Wheels • Grinding Machines • Dressing
Equipment • Center Grinders • Dressing Tools • Dressing Machine Tools

How Salesmen Can Use Ad Reprints

BY HOWARD G. SAWYER • Vice-Pres. in Charge of Plans and Marketing,
James Thomas Chirurg Co.

While it is probably true that most advertisers put themselves to the slight expense of running off reprints of their advertisements, it is also probably safe to say that few get as much mileage out of these reprints as they should—particularly in respect to their use by salesmen.

Sometimes reprints do nothing more than collect—usually in the advertising department's stockroom. Sometimes they get mailed to the salesmen but, more often, in bulk to a branch office where they run the risk of somebody's failure to attend

to them before cleaning women do.

Only seldom does someone make it his responsibility to see that the reprints reach every salesman's hands and to suggest how they can be used in selling.

Here are various ways in which salesmen of a few smart companies are instructed to use ad reprints:

Read them. There are any number of good reasons why a salesman should read his company's advertisements before they appear in publica-
tion:

1. It is likely that his customers and prospects read them, so, like the waitress who is required to read the menu before she goes on duty, he ought to know what they say. What the advertisement says may not be news to the salesman, but it may be to his prospect. In any case, he should be familiar with what his company, through its advertising, is saying to the people he calls on. Many a salesman has been caught short by a reference to one of his company's current advertisements made by the man on the other side of the desk. The re-

"This is the size we sell in the Growing Greensboro Market!"



Now available . . . 88-page market brochure "Complete Ranking of 233 Metropolitan County Areas in 13 Sales Classifications by Dollar Volume." For your free copy, direct request on company letterhead to Advertising Research Department, Greensboro-News and Record, Greensboro, North Carolina.

PERMANENT SUCCESS IS ASSURED when you tell your sales story to more than 700,000 people in the Growing Greensboro Market . . . These folks comprise 1/6 of North Carolina's population—but they account for more than 1/5 of the state's \$3-billion retail sales! If you want bigger sales in a market where sales come easier—better get into the Greensboro ABC Retail Trading Area. The fastest and best way to assure selling success in the Growing Greensboro Market is to schedule the 100,000 daily salesmen of the GREENSBORO NEWS and RECORD . . .

Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

Sales Management Figures

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



Save Time and Expense . . . Avoid Errors . . . in Hiring Salesmen — with the 20th Anniversary Edition of Steward Sales Personnel Selection Materials

The Steward System . . . proved by many years of use by nationally known companies . . . is complete, practical, low cost. Can be administered, scored, interpreted by yourself or an associate right on the job. For most fields of selling. For any size of business.

The Steward System is *different* in many ways . . . especially in its emphasis on a better appraisal of the applicant's personal history, the best single predictor of future performance. Employment standards are provided for three caliber levels of salesmen, so that the needs of most employers are met. Here's how it works . . .

SCREENING. Item A/1954 — The Steward Inventory of Basic Factors—is an 8-page battery of tests measuring the individual's mental ability, personality traits and vocational interests to eliminate many unqualified persons. Built-in safeguards help detect any deception by applicants.

Item D/1954—The Manual of Instruction and Keys—shows how to use the Inventory of Basic Factors as a multiple-test screening device.

SELECTING. Item B/1954—The Steward Sales Personnel Inventory — is a new form with 14 pages for recording personal data, and 2 pages of business vocabulary and arithmetic tests to insure unbiased appraisal of mental equipment regardless of amount of schooling.

Item C/1954—The Steward Sales Personnel Rating Form—is a 6-page form keyed to the Sales Personnel Inventory so that the data obtained can be conveniently appraised for both background and "key-to-success" factors.

Judgment ratings based upon the correct use of the Sales Personnel Inventory and Rating Form should prove more accurate than any other method of selection we have seen.

Item E/1954—The 34-page Manual of Instruction — shows how to use the Sales Personnel Inventory and Rating Form in hiring procedure.

Special Trial Offer

See the materials . . . Try them

This special trial kit includes 10 sets of Steward selection materials and the 2 manuals needed for the practice appraisal of several employees whose qualifications are well known, and the subsequent appraisal of several applicants in selection procedure . . .

only \$12.50 a kit

F.O.B. Whittier

For a better sales organization in 1955, get off to a good start today by sending for the trial kit.

VERNE STEWARD & ASSOCIATES*

14828 La Sexta Street, Whittier, California

* Dr. Steward is listed in National Sales Executives Speakers Roster—Known to editors of Sales Management for more than 15 years—Several large companies have used more than 50,000 Steward selection forms each.

FORT WORTH AND WEST TEXAS

A RICH AND PRODUCTIVE MARKET OF 100 TEXAS COUNTIES

WITH A POPULATION OF OVER 2 MILLION
458,300 IN THE METROPOLITAN AREA

FACTS ABOUT FORT WORTH TRADING AREA

	METROPOLITAN AREA		TRADING AREA*
	Per Family	Total	
Effective Buying Income	\$5,591	\$791,119,000	\$2,414,611,000
Retail Sales	\$4,141	\$585,990,000	\$1,691,338,000
Automotive Sales	\$ 802	\$113,490,000	\$ 456,397,000
Drug Sales	\$ 124	\$ 17,604,000	\$ 54,252,000
Food Sales	\$ 760	\$107,514,000	\$ 361,575,000
Furn.-Household-Radio Sales	\$ 174	\$ 24,651,000	\$ 76,231,000
General Merchandise Sales	\$ 972	\$137,607,000	\$ 138,316,000

* Does not include Metropolitan Area.
SOURCE: Sales Management Survey of Buying Power.

The Fort Worth Star-Telegram Can Sell Both the Metropolitan Area and Trading Area

Over 90 percent of all Fort Worth families read the Daily Star-Telegram.
Over 77 percent read the Sunday Star-Telegram.

Only the Star-Telegram Covers Metropolitan Fort Worth

In the 100 county Trading Area average Daily Family Coverage is 41.2 percent. Average Sunday Family Coverage is 36.8 percent.

TEXAS' LARGEST NEWSPAPER SERVES THIS AREA
Daily (M&E)—246,354 Sunday—225,325

ABC Publisher's Statement, September 30, 1954

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Publisher
AMON G. CARTER, JR., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS

Without Use of Contests, Schemes or Premiums — "Just a Good Newspaper"

sulting embarrassment is a risk he must run if he neglects to read his ads—or if his company fails to "pre-view" its advertising with him.

2. The advertisements created under the guidance of his sales management, and approved by his top management, presumably are an expression of his management's sales thinking. The salesman should keep up with that thinking, so that his own efforts will be compatible with policy.

3. The message in the advertisement is usually the composition of a number of people, close to the selling problem, who have taken a lot of trouble to find the best way of stating what needs to be stated. The salesman does well to examine carefully the language of the advertisements for clues to what the home office considers the important things to be said about the product, and the best way of saying them.

Facts and Ideas

4. Good advertisements often include facts and ideas the salesman can use in his work. Maybe, in any given ad, there's a result story he hasn't known about, an angle he hasn't thought of, a point of product description he has recently overlooked.

5. Good advertising almost always presents a product in terms of user benefits, supported by product features. Ad reprints give the salesman a feel of "market language"—which he cannot easily learn himself if he has to call on many kinds of markets. An alert salesman discovers in advertising copy "selling sentences" he can borrow for his own use.

And, from management's point of view, ad reprints have the obvious advantage of showing salesmen out on the firing line that the company is behind them with aggressive promotion. The day salesmen sneered at advertising is gone; younger salesmen want their company to be strong advertisers—their own confidence builds as they see competent advertising reflect their management's confidence.

Refer to them. It is reasonable to expect that an ad reprint will make a good "opener": Capable advertising men have presumably selected the attention-getting device as a promising means of starting somebody's thinking down the right track.

In the case of a new advertisement—new product, new application—it is to be expected the prospect realizes that the advertiser, by investing in

SALES MANAGEMENT

the ad, considers its message important to him.

A carefully worked out advertisement is—or should be—a brief, orderly sales presentation. As such, it is something the salesman can place on a prospect's desk—and talk from. Placed between salesman and prospect, it helps to keep the salesman close to the salient points and to bring the prospect back to the subject if his attention wanders.

Certain advertisements strengthen the salesman's presentation. With the right kinds of ads to illustrate his words, he figuratively can take the prospect by means of cutaway pictures, diagrams, exploded views, out into the field to see the product in use, into the plant to see how the product is made, even inside the product to see how it is put together.

Advertisements, at various times, provide the salesman with thoughtfully selected lists of applications, product features, customer names. Sometimes they carry testimonials in a customer's own words, his picture for added conviction.

Company Personality

Advertisements occasionally say things a salesman can't say. Normally he has difficulty with "institutional copy." If he is good at expressing personality, it's usually his own; an advertisement is an extension of a company's personality.

It is no secret that many orders are placed on the basis of friendship: It's called *friendship* when it refers to the relationship between salesman and buyer, *good will* when it refers to the relationship between companies. Companies with an understanding of public relations make an effort in their advertising to be *liked*. In so doing, they compete for the market's affection with their own salesman who—who knows?—may represent another company next year.

Salesmen, no matter how self-sufficient, know how much it helps to have their company respected by the prospect. Only the most skillful salesman can, all by himself, make clear his company's dependability to the man he calls on. When introducing a new product, or recommending it for a critical operation or untried job, a salesman wants the prospect to know that the company is reliable, will stand back of it.

Leave them. There will be many occasions when the ad reprint can serve as a substitute for the salesman:

1. When he can't get in to see his

ROCK ISLAND is chosen for All-America City Award



WHBF is proud to have as its audience the active, progressive citizens of Rock Island—fine people in an outstanding American city.

Les Johnson, Vice President & General Manager

WHBF CBS FOR THE QUAD-CITIES
AM • TV -- ROCK ISLAND

Call AVERY-KNODEL — New York, Chicago, Detroit



one of the
**FIRST
100
MARKETS**

according to Sales Management's Survey of Buying Power among the 165 Standard Metro. County Areas.

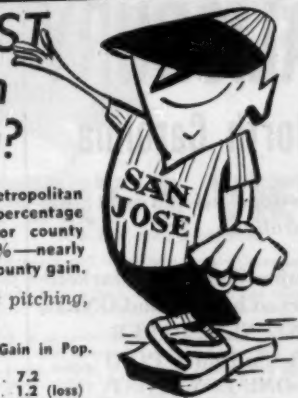
Who's on FIRST In Northern California?

It's San Jose of course! Metropolitan San Jose shows the biggest percentage population* gain of any major county in Northern California—7.2%—nearly double the average California county gain.

To show you where to start pitching, here's the lineup:

Area	Pct. Gain in Pop.
Metropolitan San Jose	7.2
San Francisco	1.2 (loss)
Sacramento	5.6
Metropolitan Oakland	1.5
Fresno	3.0
Contra Costa	1.0
Marin	5.1

*California Taxpayers Assn.—Jan. 1, 1954—Jan. 1, 1955



It's **SAN JOSE** for **SELL!**

San Jose Mercury and News

A RIDDER NEWSPAPER

REPRESENTED NATIONALLY BY RIDDER-JOHNS, INC.

You can use this
recorder
anywhere!



Minifon works unseen—in your pocket! Clearly records your words—or those of others—for up to 2½ hours at a time. Takes dictation, notes, on-the-spot interviews, speeches, meeting memoranda. Eliminates written reports for busy executives! Recordings are fully controllable, easy to edit or erase, re-usable—and may be mailed as letters. Minifon works on battery or AC, plays back through its own headphones or any radio speaker, has playback control for typist. **Write for information.**

minifon

world's only POCKET SIZE recorder

GRUICK-AMERICA - DEPT. 5-2
CHICAGO 45, ILLINOIS

SALISBURY

North Carolina

- Center of Industrial Carolina.
- Major Consumer Market, served by one, and ONLY ONE NEWSPAPER . . . The Salisbury POST . . . at ONE LOW COST.
- Generous merchandising support.



Salisbury, North Carolina

Census Bureau to Survey Nation On Smoking Habits

Next month, the Bureau of the Census, Department of Commerce, will ask people throughout the country whether they smoke and how often. Figures will be turned over to the Department of Health, Education and Welfare, which will relate them to morbidity statistics—lung cancer and, maybe, other diseases.

The form asks such questions as: Do you smoke? How long have you smoked: pipe? cigarette? cigars? What's your daily intake? It does not cover medical history. Consequently, direct correlation of smoking habits and diseases cannot be determined. Instead, Department of Health will classify the returns in various ways—age, sex, marital status—indirectly drawing conclusions as to possible connections between smoking and disease.

prospect, he can leave an ad reprint with a note or his calling card attached with the prospect's assistant, secretary, or the receptionist. Despite the "not in" he writes on his report, there's a good chance the ad reprint will make a "contact" for him.

2. Perhaps the salesman sees only one of several men he hoped to talk with. He can leave ad reprints for the others.

3. It often happens that a salesman, intending to talk about one thing, finds the prospect only interested in something else. A salesman calling on a customer, for example, may not get a chance to talk about a reorder or a new product: The customer devotes all the allotted time to a complaint or questions, or insists upon talking about some matter of interest to him. At the close of the interview, the salesman at least has a chance to "get in a word" by leaving an ad reprint for the man to look over later.

4. When time runs short and the call is over before the salesman has had a chance to tell his whole story, an ad reprint can carry on from there. Or if the entire time has been given over to one product, he may leave a reprint of another.

5. Salesmen who make a practice of writing for an appointment in advance of a call find it helpful to enclose an ad reprint.

6. Salesmen who make a practice of following up a call with a letter can use an ad reprint to reiterate key points in the conversation—or to bring up points not covered.

7. I have even known of cases where salesmen, having the run of the plant, are allowed to post on bulletin boards reprints of advertisements carrying service-type copy.

Mail them. Not all companies can afford to cover their prospect lists with regular direct mail. And gener-

ally it is impossible to make a direct mail letter as specific for each prospect's interests as is desirable. But all advertisers can mail reprints.

The intelligent salesman runs his own direct mail campaigns. He has sufficient knowledge of his market to be selective in both his list and his copy, so his efforts along this line should be more effective than those of the home office. For example:

1. He can address his prospect as he knows him—last name or first name, as the case may be.

2. He can fit the message to the prospect's specific need, to the particular competitive situation, to the prospect's known resistances.

3. He can sign his own name. . . . and the attached ad reprint illustrates, explains, details, corroborates.

Teach from them. Salesmen often have the job of training new salesmen, working with distributor salesmen, educating dealers.

Ad reprints make an excellent and handy text for these purposes.

A recent study by a committee of merchandising authorities in behalf of the Association of National Advertisers investigated "What Sales and Advertising Managers Think and Do About Merchandising Their Advertisers." Among conclusions:

1. There is a lack of understanding of the importance of merchandising advertising.

2. Salesmen devote only about half the time to merchandising desired by sales managers.

It costs many hundreds of dollars to produce an advertisement—take pictures, write copy, make plates—and many thousands of dollars, usually, to publish it.

Yet you can get reprints for a matter of pennies.

Doesn't it make sense to make reprints work with you? **The End**

SALES MANAGEMENT

NEW BOOKS FOR MARKETING MEN

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

How to Build Profit Value in Your Sales Dollars. By John D. Corrigan. Published by The Ronald Press Co., 15 East 26th St., New York, 10, N. Y. Price, \$3.95.

Mr. Corrigan, a business analyst, has drawn on his experience for this "how-to" book. It provides a sales improvement program which stresses management techniques for profits; scientific sales planning and direction; pricing techniques and controlled costs. The book has been praised by such sales luminaries as Fen Doshier and Harry R. White.

The Sharing of a Business. By Franklin J. Lundberg. Published by The Updegraff Press, Ltd., Scarsdale, N. Y. Price, single copy, \$1.00 postpaid; reduced prices for multiple orders.

Today's emphasis is on the well-rounded executive as opposed to the executive specialist. This paper-bound book has as its aim a key to rapid executive development: a thoroughgoing, understanding picture of a business as a whole. Actually the book is a case history of a tested management philosophy.

Textbook of Salesmanship. By Frederic A. Russell, Ph.D. and Frank H. Beach, Ph.D., C.L.U. Published by McGraw-Hill Book Co., Inc., 330 West 42nd St., New York 36, N. Y. Price, \$5.75.

This is the fifth edition of the book thousands of students have studied as their first salesmanship textbook. Drs. Russell and Beach are, respectively, emeritus professor and professor of marketing, University of Illinois; their book deals with the origin and development of salesmanship; types of selling jobs and a complete study of sales techniques and sales planning. The book is illustrated and full of pertinent sales case histories.

Tax Saver Digest. By Louis Haimoff and Harold Gold. Published by Fairchild Publications, Inc., 7 East 12th St., New York 3, N. Y. Price, \$7.50.

The authors say that many businessmen, who pride themselves on management skills, have abdicated in an area representing the largest segment of their business income. They turn over their tax problems to accountants and tax lawyers. This book aims at helping the businessman reclaim his tax situation, shows him how to lighten his tax burden through knowledge of the law covering prepaid income, etc.

All-Media Evaluation Study. Published by Sponsor Services, Inc., 40 East 49th St., New York 17, N. Y. Price, \$4.00.

Here is an analytical appraisal of the eight major advertising media. It has been researched and written by Ray Lapica, contains a foreword by Ben Duffy, president of BBDO, top-flight advertising agency. The study, according to Duffy, is objective, reflects the thinking of scores of experts. *Sponsor* is a business publication in the radio-TV field.

More Dichter

Part II of Dr. Ernest Dichter's timely article on the "Real Reasons People Buy Today" will appear in the next issue of SALES MANAGEMENT — February 15. Be sure to read Part I, starting on Page 36.

YOU GO ALONG ON EVERY CALL-----



WHEN
YOUR
SALESMEN
CARRY
THE

fr



PORT-A-VIEW®
for 35 mm. slides

**TELLS YOUR
SALES STORY THE WAY
YOU WANT IT TOLD**

- ✓ Your New Products
- ✓ Hidden Features
- ✓ Your Advertising and Promotion
- ✓ How the Dealer Can Tie In
- ✓ Contests
- ✓ The Value of Display
- ✓ The Profit Picture
- ✓ Your Plant
- ✓ Charts, Diagrams
- ✓ You Name It

Port-A-View opens and closes in a flash — closes sales just as fast. Your salesmen carry it over the shoulder like a camera (weighs only 4 lbs.). They're in and out faster with more dramatic, colorful, effective selling than ever before!

Port-A-View is a table-top projector-viewer with built-in, TV-type screen and automatic slide changer. It's compact, requires no stage setting. It takes 36 color slides at a time and shows them vividly in ordinary room light. Sells one man or a group equally well, unlike hand viewers.

See for yourself how this new-fashioned sales aid eliminates old methods and ineffective sales presentations. This is your opportunity to be "in" on every sale!

AT CAMERA STORES EVERYWHERE \$54.95
Carrying Case Extra, Discounts in Quantity

THE FR CORPORATION, 953 Brook Avenue, N. Y. 51
Write for Demonstration or Free Booklet

FR, 953 Brook Ave., New York 51, N.Y. Phone CYpress 3-5400

☐ Please arrange demonstration of Port-A-View.

☐ Send free booklet.

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

Scranton-Wilkes-Barre Market:

Data file published by *The Scranton Times*. It is the third single market in Pennsylvania, with 175,470 households, \$920,116 consumer spendable income, \$621,500 retail sales, \$170,421 food sales. According to S.R.D.S. Consumer Markets 1954 Edition, the average Scranton household has an annual net income—after taxes—of \$5,930, or 13% above the national average of \$5,246. More than \$85 million have been invested in new plants, installations and expansion of industries in the Scranton area to create thousands of new jobs. Among them are The Trane Co., The Murray Corporation of America, Poloron Products Co., Federal Pacific Electric Co., U. S. Hoffman Machinery Co., Dearborn Glass Co., The W. L. Maxson Co., Daystrom Instrument. Write to Joseph Lauer, Promotion Manager, *The Scranton Times*, Scranton, Pa.

How to Help Salesmen Sell More:

Portfolio of suggested sales letters to salesmen, prepared by The Mead Sales Co. Each letter is designed to help salesmen stop, think and sell—easily adaptable for use by all types of businesses. Included are letters from E. J. Wood and Co., educational publishers; Harley Tube Co., alloy metal fabricators; Sportswear, Inc., Anchor Luggage Co.; John L. Watson Co., electronic engineers; C. Meade Lorence Associates, real estate service. The letters may be used as they are or paraphrased to suit individual purposes. Write Frank Gerhart, Advertising Manager, The Mead Sales Co., 118 W. First St., Dayton, O.

Today's New Marketing Potential:

A booklet authored by Arno H. Johnson, vice-president and director of research, J. Walter Thompson Co., which shows the changes in income distribution by families and which groups have grown the fastest. It charts the changes in discretionary spending power from 1929 to 1954; points out significant changes in age groups and educational levels; shows population shifts from cities to suburbs, and answers questions about

the unprecedented opportunities offered by current economic pressures. Write to Arno H. Johnson, Vice-President and Director of Research, J. Walter Thompson Co., 420 Lexington Ave., New York 17, N. Y.

Pricing for Profit and Making It Stick:

Authored by Arthur A. Hood, editor, *American Lumberman*, it explains how compensatory pricing solves profit headaches; mathematics of pricing; why consumer selling is vital with compensatory pricing policy; how compensatory pricing will reverse the trend to lower net profits and offset markdowns; profitable pricing practices. Included is a table which tells what the markup in percentage should be on cost to establish the selling price. It lists items of expense which must be considered when cost of doing business is figured. One part covers competition, listing 15 types of competitors; 20 things to do before cutting a price; a study in contrast and a key point in policy; a compensatory pricing formula; discount sales; orderly distribution; ways to sell at a profitable price against cutthroat competition. Write to Arthur A. Hood, Editor, *American Lumberman*, 139 N. Clark St., Chicago 3, Ill.

Huntington, W. Va.:

Case histories of 22 industries which have contributed to the growth of this major market, reprinted from *The Huntington Advertiser*. Huntington is the hub of a metropolitan area composed of parts of West Virginia, Kentucky and Ohio. Its Metropolitan Area population is 245,795; Urbanized Area, 156,288; Huntington, 86,353; native whites, 93.7%. Among the industries which are included: International Nickel Co., the shops of the Chesapeake & Ohio Railway Co., Owens-Illinois Glass Co., ACF Industries, Houdaille-Hershey Corp., West Virginia Steel & Manufacturing Co., Huntington Chair Corp., Appalachian Electric Power Co., Ohio Valley Bus Co., Polin Industries, Inc., Fesenmeier Brewing Co., Minter Homes Corp., Armstrong Products Corp. In addition there are data on resources and transportation. Write to Norman T. Rogers, Jr.,

Promotion Manager, Huntington Publishing Co., Huntington, W. Va.

Household Products Bought by Southern Farm Families:

Report of a survey conducted by *The Progressive Farmer* among its readers, which reveals that several relatively new items are taking a large share of the drug, toilet articles and household supplies markets. For example, among cough syrups, Vicks is already in first place with 28% of the brand mentions. Gleem, newcomer among tooth pastes, is now in third place, with 10.4%. More than 15% of the men use electric razors and 9.6% use instant lather. Aluminum foil is used in 53.6% of the homes, and freezing cartons in 30%. Write to Paul Huey, Advertising Manager, *The Progressive Farmer*, 821 N. 19th St., Birmingham 2, Ala.

Lowell, Mass., Market Area Analysis:

Report prepared for *The Lowell Sun* by Standard Market Surveys, which provides data on the principal towns of the Lowell Retail Trading Zone; population and housing in Corporate Lowell, City Zone, Retail Trading Zone, Lowell and Trading Area; wholesale and retail trade; industry; agriculture—entire Middlesex County; banks and financial institutions; annual family expenditures; markets for alcoholic beverages, apparel, automotive products, building materials and hardware, drug store products, flowers, foods, fuel and light—including refrigeration—household equipment, electrical and mechanical appliances, electrical equipment, jewelry, tobacco products, general merchandise. In addition, there is a comparison of retail outlets and sales—number of outlets, annual sales, sales per outlet and sales per family, total and for each classification, in the U.S., Massachusetts and the city of Lowell. Write to Frank A. Lawler, General Manager, *The Lowell Sun*, Lowell, Mass.

Directory of Discount Dealers:

Published by National Directory of Discount Dealers, Inc., it lists discount dealers by state and companies that publish free catalogs and those that charge a nominal sum for their catalogs. Included is a reprint of an article, "The Discount House" by Sylvia F. Porter published in *The New York Post*. Write to National Directory of Discount Dealers, Inc., 699 Madison Ave., New York 22, N. Y.

CARD 1 PLANTS, 1947
NUMBER OF INDUSTRIAL PLANTS—BY CLASSIFICATIONS

FOOD AND KINDRED PRODUCTS	TOBACCO PRODUCTS	TEXTILE AND APPAREL PRODUCTS	LEATHER AND FUR PRODUCTS	STONE, CLAY AND GLASS PRODUCTS	PRIMARY METALS	FABRICATED METALS	MACHINERY EXCEPT ELECTRICAL	ELECTRICAL MACHINERY	TRANSPORTATION	INSTRUMENTS	CHEMICAL PRODUCTS	PETROLEUM AND COAL PRODUCTS	PAPER AND ALLIED PRODUCTS	PRINTING AND PUBLISHING	OTHER	COUNTY
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51
52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68
69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85
86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102

CARD 2 PLANTS, 1947
NUMBER OF INDUSTRIAL PLANTS—BY CLASSIFICATIONS

FOOD AND KINDRED PRODUCTS	TOBACCO PRODUCTS	TEXTILE AND APPAREL PRODUCTS	LEATHER AND FUR PRODUCTS	STONE, CLAY AND GLASS PRODUCTS	PRIMARY METALS	FABRICATED METALS	MACHINERY EXCEPT ELECTRICAL	ELECTRICAL MACHINERY	TRANSPORTATION	INSTRUMENTS	CHEMICAL PRODUCTS	PETROLEUM AND COAL PRODUCTS	PAPER AND ALLIED PRODUCTS	PRINTING AND PUBLISHING	OTHER	COUNTY
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51
52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68
69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85
86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102

CARD 1 POPULATION AND INCOME

STATE	COUNTY	CITY	DESCRIPTION	POPULATION			BUYING INCOME									
				TOTAL	% OF U.S.A.	FAMILY	URBAN	NET DOLLARS	% OF U.S.A.	PER CAPITA						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51
52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68
69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85
86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102

CARD 2 RETAIL SALES BREAKDOWN

STATE	COUNTY	CITY	DESCRIPTION	RETAIL SALES										DE		
				TOTAL	% OF U.S.A.	PER FAMILY	FOOD STORES	GENERAL MERCHANDISE	FURNITURE HOME FURN.	DRUG STORES	BUYING POWER % OF U.S.A. POTENTIAL	QUALITY OF MARKET	INDEX			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51
52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68
69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85
86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102

CARD 3 POPULATION, INCOME AND SALES

STATE	COUNTY	CITY	DESCRIPTION	POPULATION			INCOME			RETAIL SALES						
				TOTAL	FAMILY	NET	TOTAL	FOOD STORE	GENERAL MERCHANDISE							
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51
52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68
69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85
86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102

CARD 4 INCOME DISTRIBUTION

NUMBER OF SPENDING UNITS					NET EFFECTIVE BUYING INCOME (ADD 000)				
50-2,000	2,000-5,000	5,000-10,000	10,000-25,000	25,000 & over	50-2,000	2,000-5,000	5,000-10,000	10,000-25,000	25,000 & over
1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100

Use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the SALES MANAGEMENT Survey of Buying Power to your own market areas.

Through MARKET STATISTICS, INC., the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

It is only necessary to determine what factors (or combination of factors) published in the Survey would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details.

For further information on how to use the Survey of Buying Power on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC. 432 Fourth Avenue, New York 16, N. Y. (Telephone Mu. 4-3559).

MARKET STATISTICS, INC.
RESEARCH CONSULTANTS TO SALES MANAGEMENT
432 Fourth Ave., New York 16, N. Y. MU-4-3559

What Are the Real Reasons People Buy Today?

(continued from page 38)

developed a slogan: "Gives you the rest of your lifetime." In three years Dayton has become a leader in its field.

Simmons Co., long an industry leader, puzzled by dragging sales, learned through studies that at least one-third of the bedding market currently buys a mattress worth only \$60. Today's approach to selling higher-price Beautyrest mattresses is "new comfort hitherto unavailable," rather than stress on spring coils and permanency.

W. A. Sheaffer Pen Co., spent a vast sum to develop its Snorkel when motivation probes came across the fact that a prime objection was the uncomfortable business of dunking and wiping after refill.

The Florsheim Shoe Co., Inc., headed in new directions when it put its finger on proof that more and more men wearing loafers at home wanted shoes providing the same comfort, yet dressy enough for town wear. Result: a new type of lighter "Lo-Top" slip-on shoe, combining ease and appearance.

Manufacturers of every kind of home furnishings have found informality, based on the desire for comfort, so strong it has created a whole new "casual period." The National Association of Summer Furniture Manufacturers, for example, eager to increase business beyond seasonal sales, mapped an extensive campaign to sell the idea that summer comfort is available for finished basement playrooms and enclosed porches—and is rolling up year-round sales heretofore believed impossible.

Comfort on the Farm

Not long ago the farmer was the counterpart of the Puritan. Examine his publications today, however, and you'll note that more and more alert manufacturers are, as a result of motivation studies, stressing the comfort their products offer. Farmers are buying everything from mechanical milkers to tape-recorded music for the henhouse. It has been proved that chickens actually lay more eggs when they are made comfortable. And cows, treated like luxury animals rather than duty beasts, increase milk output.

Appliance makers have been most vigorous in developing comfort appeals even over efficiency. When, not

long ago, Lewyt Corp. decided to enter the vacuum cleaner field, motivational studies of 5,000 housewives showed that, more than anything else, women often enjoyed a sense of accomplishment in cleaning—but hated the aftermath. So Lewyt created its no-dust-bag-to-empty cleaner and subsequently a low-slung dolly on which cleaner and attachments glide easily from room to room. This, more than anything else, has put Lewyt in top rank.

General Electric Co. stresses the comfort appeal for everything from ironers ("no need to sprinkle") to washer-dryer combinations ("do your laundry in less than two hours; start at nine and your washday is over before 11").

A classic purveyor of the comfort appeal is Carrier Corp., a leading home air conditioner manufacturer. While always stressing the comfort of the cool house in blazing summer months, with the added motivational appeal of heat for winter, Carrier won over many customers reluctant to spend for a device they believed to be useful only certain months of the year.

How to use the comfort appeal yourself. Study thoroughly your service or product to determine how it can offer new and different ways to meet consumer desires for comfort—and play up these advantages as fully as possible. Can you show ease of maintenance? Launderability at home? No need to carry, lift, walk? Can you make your product more comfortable by reducing bulk or weight, as have some of the hat, suit, overcoat, shoe and related apparel manufacturers? Or by new design, usage?

Philip Morris, a major cigarette maker, recently spent hundreds of thousands of dollars on its new "Snap-Open Pack" permitting neater, faster opening and refolding, after studies showed that comfort and convenience were a prime consideration in smokers' minds.

The multibillion-dollar frozen food industry, and notably orange juice, was built not so much on promises of freshness as of comfort—less work for you, the user. There is little doubt that more industries will, in the next decade, build with the same approach.

Can you find new ways to improve comfort by simple self-demon-

strations? General Electric and Maison Blanche Co., New Orleans department store, promoted the idea and topped a \$100,000 four-day goal in three by allowing all household appliances to be taken home for 10 days on a no-risk, money-back guarantee. The high percentage of keep-it sales overcame minimum spoilage.

Have you made it as comfortable as possible for your customers to shop—given them places to sit, provided undistracting areas to close important sales? Checking 150,000 food transactions, The Coca-Cola Co., not a firm to let grass grow under its feet, found proof that customers who stopped for a soft drink while shopping spent an average of \$9.39 compared to \$5.20 spent by non-stop shoppers. Then the company put the facts to work—showed super marketers that 80% of the customers accepted offers of free Cokes and increased average purchases to \$7.64.

Firms that have switched to the luxury appeal. Recently the Kudner Agency, Inc., asked us to study the "typical high-price car buyer"—and specifically the Buick buyer—his habits, earnings, job, thinking patterns, so the agency could sharpen appeals. Researchers quickly recognized one contradiction to previous statistical research: There just weren't any "typicals." Butchers, grocers, farmers, all kinds of people who traditionally "weren't supposed" to be high-price owners, were. In line with findings of our motivational studies, we advised Buick: "Go beyond customer groups you're appealing to now and into more mass-circulation media. Broaden direct mailings to include all income groups. Don't show cars in unattainable estate settings but adventuring on the open road. And tell dealers not to form snap judgments from shoppers' clothes. The guy in the beat-up pants might buy a Roadmaster convertible, too." Already the advice is paying off, for mass markets not only accept but actively want luxury at every price range.

Heads of Chevrolet's Car Clubs, making their own motivation exploration of sales appeals that closed the deal, found luxury and appearance most important; economy way below; reliability third. Another national study revealed that while customers are still choosy when they buy cars, they want luxury: power brakes and steering, white walls, the extras. Almost the only purchasers of "plain vanilla"—without additions—are fleet buyers. Cadillac is still a waiting-list product primarily because, with keen insight into buying motiva-

tion, it has emphasized the luxury appeal consistently, even when unable to fill orders. And Chrysler, checking to discover why it slipped on sales when other firms moved ahead, found that the answer lay mainly in styling. Engineering-wise, Chrysler is the equal of GM and Ford cars. For most drivers, psychologists learned, getting behind the wheel of an important-looking car lifts morale, increases the feeling of self-importance, enhances gratification. And since they have come to think "long slinky" cars are automatically "better," they have bought the luxury look.

Even in the maintenance end of motoring, our study for Socony-Vacuum Oil Co., Inc., showed that price wasn't the primary objective—rather it was the desire for the luxury of *special service* and "being cared for." Proof of findings influenced Socony to shift from strident claims as to what gasoline would do (which, it was found, motorists usually ignore anyway) to better and amplified station facilities.

The Frank H. Lee Co., a leading hatter, has altered its approach from needling men into hat-wearing to avoid that "harried look" to offering luxury—"Nothing makes you look and feel so important as a Lee." Lee has even put rich brocade linings in its hats, adapted from increasingly popular male vests. Though seen only by the wearer when he doffs his sombrero, these linings give him the feeling of the ultimate in the individual luxury—"what a woman gets from a coat lined in mink."

How to use the luxury appeal yourself. Demonstrate in every possible way how your product or service provides luxury at least cost. The package alone might make the difference: Extensive studies have shown that most women can't tell perfumes by odor—packaging makes more sales than contents. And it works just as well for ice cream. A leading maker had us seek out buyers' reaction to a series of proposed new containers. We found that one in Wedgwood blue, simple in design and pictureless, caused eight out of ten customers to consider its contents more expensive, better tasting, with more flavor than previous packages depicting the ice cream itself. Placed in production, the motivationally chosen design proved to be the best seller.

Similar results came from a study for the Jewel Tea chain. Our probers found that customers did not consider expensive steaks wrapped in plain paper as good as those in special wraps. Some with sliced meat spread out to look richer, others beautifully

wrapped ready for the freezer, jumped sales so sharply that Jewel used its research studies to sell butcher groups on prepackaging. The firm has since adapted the system for most of its super markets, gaining far higher volume and markup in less space. One California super market went even further—found that by creating the idea of luxury through putting a pat of butter atop each of its better steaks, sales increased 15%.

A study for Schenley Distillers, Inc., showed the luxury appeal so strong that it led to introduction of new decanters. Results: The whiskey looks costlier and better in buyers' eyes; new decanters are a powerful merchandising attraction.

Whenever your product is made to look less utilitarian, we have found, the more luxury it usually connotes to the customer.

1954 Census of Business To Cover 3,500,000 Firms

In order to take the 1954 Census of Business, Bureau of the Census, Department of Commerce, sent its 300-odd forms to about 2,250,000 addresses early this month. Yet, it must cover about 3,500,000 concerns.

The Bureau will be allowed to look at the tax returns of 1 million-odd smaller establishments in which no one will have to answer Census questionnaire. Internal Revenue Service lent the Bureau its address book.

L. Bamberger & Co., Newark department store, learned that wrapping all possible items in cellophane not only enhanced luxury appeal, but saved on returns, inventory and soiling particularly with multiplied units. One line of slow-moving linen ensembles, for example, sold out the day after being cellophane-packaged in groups.

Grouping items in kits, or selling associated products together, is another way of appealing to the luxury yen and increasing sales tickets. McGregor Sportswear, for instance, began boxing slacks with shirts, stockings with walking shorts, under the name International Sets. When President Harry Doniger noted that a \$5.95 shopper frequently signed a \$12 to \$15 check, McGregor redesigned its \$50 million yearly output. Today almost every

item "goes with" other things in color, design, wearability. Sales of wardrobes, instead of individual items, have paid off handsomely.

Variety packs of good cheeses, fine crackers, special occasion components, all express the luxury notion to many customers. Numbers of complete kitchens and bathrooms are sold this way. Often an inquiry for a single item can be built into a complete sale if adequately followed through. Psychologically, buying grouped products provides satisfaction, a sense of completeness and accomplishment, makes most customers feel a little closer to the ultimate perfection we all seek. It also arouses a feeling of "getting a better buy." The carnival pitchman, you'll recall, showed you a kitchen paring utensil, then told you he'd toss in a pear slicer, a carrot grater, a celery shredder, all wrapped up in one package. It was a hard lure to resist; it is as effective today when coupled with a luxury appeal.

Firms that switched to prestige and quality appeal. The desire for prestige, quality, improved social status, as much as for comfort, is the real reason behind purchase of many better homes, apparel, automotive and other products. It's an appeal to the American sense of pride, a desire for recognition; not social climbing in the old sense, but a desire for self status. Prestige is more social than actual in present-day psychological terms—what people think about a product or service is paramount to what it really is. And your appeals must reflect this to succeed.

For example, seeking clues for Lord Calvert (Calvert Distillers Corp.) we learned that today Americans are less concerned with looking up to outstanding personalities in unquestioning admiration than they were a decade ago. Rather, since most people believe that they can reach the top, they are primarily interested in how Mr. Big did it. Adding "how-to" details in the advertising copy gave the Man of Distinction appeal an extra push.

General Mills, Inc., had us check its advertisements for Wheaties to see if they could be made more effective. As a result of psychometric tests for degree of consumer involvement in the appeal, for positive emotional reaction developed, and for degree of mental rehearsal of purchase and use of the product, we advised: "Have a youngster appear in the advertisement with the champion. The kids will identify themselves more readily with your message." Knox Reeves Advertising, Inc., Min-



with a Rented Car from

NATIONAL CAR RENTAL SYSTEM



Get around faster...see more people by always having "your car" ready and waiting! For a clean, late model car, at your destination, make reservations with any member of NATIONAL CAR RENTAL SYSTEM... listed in the yellow pages of your phone directory. Or, for a pocket directory and National Courtesy Card, write to:



**NATIONAL
CAR RENTAL SYSTEM**
1209 WASHINGTON - ST. LOUIS 3, MO



Successful Advertisers Know

DAVENPORT NEWSPAPERS
are **FIRST** in advertising

Lineage in the
\$443,975,000
QUAD CITY MARKET
and **ALL Iowa**

Serving the Quad-Cities of Davenport, Iowa;
Rock Island, Moline and East Moline, Illinois
HEADQUARTERS: Davenport, Iowa,
Represented Nationally by
Jann & Kelley, Inc.

BECOME AN EXPERT SALESMAN

Key salesmen earn \$5,000 to \$10,000 a year and up. Thousands of firms seeking well-trained men. Ladelle trains you rapidly, thoroughly, in spare time at home. Low cost, easy terms. Nearly 50 years' experience—over 250,000 salesmen trained. **FREE 32-PAGE BOOK:** "Salesmanship, the Power that Wins Success," tells today's new opportunities, and how you can prepare for large earnings in this profitable profession. Write **TODAY.**

LASALLE Extension University, 417 So. Dearborn St.
A Correspondence Institution • Dept. 278-S, Chicago 5, Ill.

neapolis, interpreted these findings ingeniously. It has worked out exactly as forecast.

Adding prestige luster to a product or store can be done in many ways. Ohrbach's New York department store, to get away from its one-note price consciousness, not only ran an extensive institutional advertising campaign to stress high fashion, but put on the town's biggest show of Paris originals to drive it home.

Foley's, Federated Department Stores' big Houston store, with a primarily middle-class clientele, advertises \$15,000 minks. Doesn't expect to sell many, but tests have proved that such conversation-makers give prestige to labels on lesser items. The same store group spent thousands of additional dollars adding impressive decor to its Fedway Stores to create what President Fred Lazarus, Jr., calls a "\$5 blouse atmosphere," though many blouses go at \$2.95, because "you can sell a \$5 customer a lesser item in better settings, but it's hard to up-trade the other way round."

Prestige in Dime Stores

More and more variety and F. W. Woolworth Co. stores have upgraded presentation, store design and appearance, aware that they're not only selling more expensive items than in the past, but that customers choose the store that gives them the satisfaction of prestige.

Radio Corporation of America is stressing the appeal with Limited Edition collections. Assembling sets of Beethoven, Toscanini, and even Glenn Miller, RCA bound them handsomely, had a good explanatory book written and, though most of the recordings had been in the catalog for years and could be bought individually for far less, the prestige albums sold out. Henry Holt & Co., Inc., publishers, did the same with several of Robert Frost's poems. A \$12.50 fine-binding, numbered collection edition of 80th birthday favorites, twice as expensive as his complete works, was gone a week after publication.

C. F. Hathaway Company's eyepatch man gave the shirtmaker national fame in short order because of prestige stress. Snob-appeal advertisements, franchising only top name stores, added an extra prestige value that gradually trickled down. A similar appeal is now being used to sell beverages for "The Man from Schweppes"—red beard and all.

Prestige often stems from what others think of your product. From this premise Caterpillar Tractor Co.,

Peoria, has developed a unique device: Yearly it invites 200 barbers for a look-see. Since barbers reputedly love to talk, Caterpillar, in giving them something to enthuse about, gets its prestige message across in the most effective manner via word-of-mouth.

The quality appeal is part of this same picture. Williamson-Dickie Mfg. Co., that sells \$18 million of work clothes yearly, found that its desirable is the look of quality plus comfort. Studies showed that since factory workers have up-graded their living scale and women come into many plants, the boys are far fussier about the cut of their jib—and willing to pay, if you can show them how to achieve the quality look on the job.

Cluett, Peabody & Co., Inc. recently checked suburbanites in 10 cities; found 94% Mr. Fixits, 80% of whom were dissatisfied with clothes they wore for do-it-yourself tasks. Result: a newly styled working line, with the quality appeals of the fashion show. McGregor discovered that many men weren't using sportswear for leisure at all, but for work; somehow they felt that sport clothes gave them a quality feeling impossible to get in overalls. As a result, McGregor has upgraded appearance, smartness and color of its sportswear, extended sales to many stores that formerly carried no such items.

The same quality appeal is fully as effective in the mechanical field. R. M. Oakley, sales manager for John Deere Plow Co., Des Moines, formerly showed two evenly matched used products when offering equipment to younger or less prosperous farmers. What we call the "misery of choice" often made the customer hesitate to such an extent that he bought neither. When Oakley concentrated better tires and best paint job on one tractor, the visible quality difference was immediately apparent. In practically every case, the quality product sold first — even though priced higher.

How to use the prestige and quality appeal yourself. Anything you can do to dramatize and enhance appearance and focus attention on highlights of your line or service can add prestige. Do it with packages, lights, display, special effects. A Detroit car dealer employed a psychological approach in his showroom by guarding his prestige car with a red plush rope. His trick: telling favorite customers it was O.K. for them to duck under and inspect the car closely.

Koch of California thought it had

SALES MANAGEMENT

a good approach in stressing how its fiberglass luggage could take a beating—even if dropped from a plane. Consumer reaction was negative—and our motivation study showed why: It conjured up thoughts of crashing. Another previous appeal, "so strong you can clean it with steel wool," didn't win customers either. Instead of ease, it made them think of the work they might have to do. When studies showed that most people want the admiration of other travelers and of the redcaps handling their bags, a new prestige appeal was put forth and translated by J. J. Weiner Co., San Francisco, advertising agency. It has made sales where other appeals failed to attract. Admiration from others, another way of expressing prestige, has also become the Pacific Mills theme. All its men's clothing advertisements, are now additionally directed at women, emphasizing, "Does your husband carry the world on his shoulders? Tell him about the suit with the weightless feel." Enhancing *his* status in *her* eyes has helped to sell both.

Tools of Prestige

If you seek to build prestige by testimonials, endorsements, awards, make sure they are believable and real. Effective publicity in prestige media is another good way of achieving prestige for services or products. Tie-in promotions of nationally advertised brand name merchandise can bring prestige. The manufacturer who omits window and store displays, point-of-purchase and cooperative advertising, and the retailer or service firm that doesn't employ such aids in full, are missing some of selling's best prestige-making tools.

As to use of the quality appeal, remember that, except where real savings are offered on standard price-fixed items, price is the one factor most customers dislike about shopping. Yet so many salespeople repeatedly open with "how much," rather than "here's what this item or service will do for you." To sell quality, you must be able to demonstrate it in terms the customer seeks, expressed or unexpressed. Often, however, explanations are so technical that the customer can't sense the advantage. In fact, our studies proved that in case after case customers, seeing a specific technological claim made for one brand, attributed it to another within 15 minutes. Looking for the little things which denote quality isn't easy. One investigation

for the Kwick-Set Lock Co. of California showed that home buyers are apt to judge quality less by important basic construction than by hardware and locks. Publicizing its motivational findings, Kwick-Set increased sales to builders. A study for General Motors proved that, realistic or not, it was the "feel" prospects got from slamming doors that made them believe one car to be a quality product, another "tinny" or cheap.

Astute garment manufacturers have learned that women often judge quality by buttonholes or hem depth. And in the men's field, hand-picked stitching on the collar, pearl buttons, non-stick zippers often create the belief that the rest of the item must be of similar quality.

Sometimes quality can be demonstrated by telling how your product is produced. Univis Lens Co., Dayton, for example, skipped nuts-and-bolts details, of interest only to technicians, concentrated on convincing ultimate wearers how each production step meant additional quality for their own benefit. And Luchow's, famed New York restaurant, discovered how one little difference can put across a quality idea: When it began serving a few diners beer in old-world pewter steins instead of glasses, people at other tables immediately asked for the same. Luchow's was happy to oblige—and beer sales have foamed up 40%.

End of Part I

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OPPORTUNITY

for an aggressive

SALES MANAGER

who also wants to work into

TOP GENERAL MANAGEMENT

You will hire, train and supervise a sales force. You must be able to make sales yourself and work closely and directly with your men on their sales calls. There is specific opportunity for you to expand quickly into top general management. Generous salary and overwrite arrangement. This will be a permanent connection with one of the Midwest's leading park-type cemeteries—established for more than a quarter-century. Experience in our field is NOT necessary. Write in strict confidence, giving complete pertinent business and personal history. Box 3098

WANTED — SALES MANAGER

We are an eastern Iowa manufacturer of office equipment... with a place now open for a good sales manager. Our products are distributed throughout the United States and sales are expanding rapidly. We desire a young man with management training and experience. The salary is open to mutual agreement. Here is an excellent opportunity for the right man. Please reply by letter giving full information on your education, experience and ability. Write box 3097 in care of this publication.

WANTED: A salesman with welding positioner experience who wants to take a big step UP

Here is an outstanding opportunity. The man we want is probably between 34 and 45. He has a good background in sales of welding positioners to industry. He's a producer; willing to travel extensively.

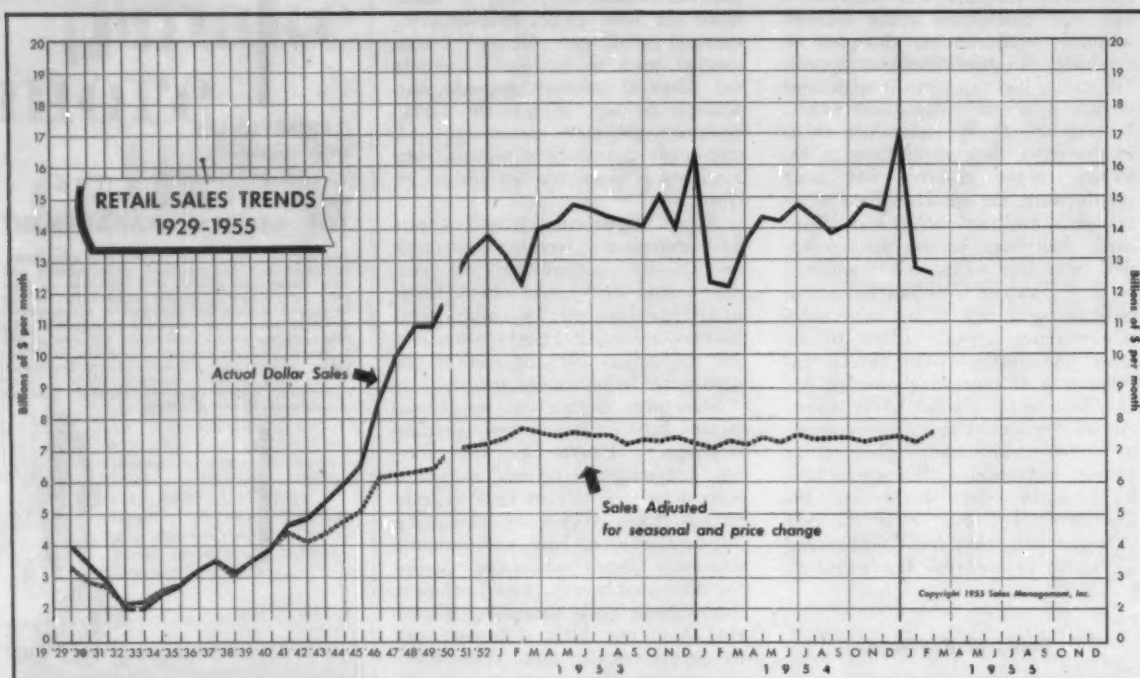
This is a *new* position—the man we select will not be a replacement. He will supervise the company's overall approach to the sale of P&H Welding Positioners, including sales training and sales aids. The opportunity offers responsibility and challenge, and we'll pay a salary and commission in line with the right man's ability. If you think you're our man, write now or phone—in full confidence.

M. O. Monsler, Sales Manager Welding Division

Harnischfeger Corporation

4400 W. National Ave., Milwaukee 46, Wisconsin

ORchard 1-4400



Retail Sales to Boom in February

BY DR. J. M. GOULD • Research Director
Sales Management's Survey of Buying Power

Retail sales in February 1955 will probably total \$12.5 billion, as plotted on chart above, representing a 4% gain over February of 1954. That retailers are now in the midst of a real boom seems clear from the

official reports on the extent to which all sales records were smashed in December, when the monthly total went over \$18 billion, by far the highest in history. This fine showing, sparked particularly by autos (which gained

26% over the preceding December), gasoline (up 11%), food (up 8%), drugs and apparel (up 7%) made it possible for the 1954 retail trade total (\$170.8 billion) to beat the 1953 peak level by a small but

Retail Sales January through December

	1954 \$ Millions	1953 \$ Millions	Percent Change	
			Dec. '54 vs '53	First 12 Months '54 vs '53
Food	41,632	40,777	8.3	2.1
Eating and Drinking Places	13,137	13,003	2.2	1.0
General Merchandise	18,848	19,005	3.3	-0.8
Apparel	10,158	10,256	6.9	-1.0
Furniture and Appliance	9,082	9,125	2.5	-0.5
Lumber, Building and Hardware	13,053	13,550	6.2	-3.7
Automotive	31,709	33,319	25.8	-4.8
Gasoline Service Stations	11,453	10,537	11.2	8.7
Drug and Proprietary	4,964	4,789	7.2	3.7
*Total Sales	170,806	170,739	9.5	—

* Includes data for kinds of business not shown in above nine categories.

significant margin.

What was particularly impressive about the December performance were the unusually high sales, especially of apparel and general merchandise, in the post-Christmas weeks, which have extended well into January. Thus for the four weeks ending in mid-January, department store sales are running over 6% ahead of the corresponding period of the preceding year. However, the lion's share of the glory must go to automotive sales, which have been hitting unprecedented levels for this time of the year. In fact some cynics have suggested that part of the December sales reflect premature registrations on the part of Ford and Chevrolet dealers in a neck and neck race for first place in the auto field. Others have noted that the high volume of auto sales has required substantial discounts and allowances that have brought unit profit margins down. Nevertheless, the retailing picture has not looked so good in over a year, for the current good performance is backed up by continued pickup in most other sectors of the economy.

Promising Exports

A list of other factors now operating to maintain the current high level of business activity must include the continuing construction boom, rising steel output, and a promising export situation. The last-mentioned is in part a reflection of the fact that foreign markets have improved considerably, and their demand for raw materials has been a factor in promoting price stability. This in itself was a helpful factor during the period U. S. industrial production was declining.

The primary fact for retailers, however, is the continuing rise in disposable income, which did not even drop when output and employment were declining last year. High purchasing power offers the promise of high-level sales, but only when the right consumer chords are struck. In this respect the phenomenal growth of discount house activity in recent years carries many lessons for thoughtful retailers. Recent estimates place the total volume of sales involved in all kinds of discount operation (including employe buying clubs, co-ops, etc.) at \$25 billion. It seems clear that the position of the retailer will remain secure only when he performs a service of significant value to the buyer.

Among the states reporting better-

than-average performance for this February as opposed to last February are:

Arizona
Arkansas
Colorado
Florida
Kansas
Maine
Nebraska
North Dakota
Wyoming

The leading cities, those with a City National-Index well above average are:

Fort Lauderdale, Fla.121.1
Santa Ana, Cal.121.1
Colorado Springs, Colo.120.9
Orlando, Fla.116.0
Ventura, Cal.116.0
Jacksonville, Fla.115.6
Lake Charles, La.113.6
Miami, Fla.113.2
St. Petersburg, Fla.112.9
Wichita, Kans.112.2
Billings, Mont.111.9
Hempstead Township, N.Y.111.9
Topeka, Kan.111.1
Elmira, N.Y.110.8
Pasadena, Cal.110.6
Hutchinson, Kan.110.5
Lincoln, Neb.110.5
Fort Smith, Ark.110.2
San Angelo, Tex.109.8
Abilene, Tex.109.3
Albany, Ga.109.2
Elizabeth, N.J.109.2
Lubbock, Tex.109.0
Tucson, Ariz.108.3
Corpus Christi, Tex.108.2

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index, 1955 vs 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison

is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1955 vs. 1954" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1955 vs. 1954" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1954 which equals or exceeds the national change.

RETAIL SALES FORECAST (S.M. Forecast for February, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	February
1939	1954	1954	1955

UNITED STATES

456.3 104.0 100.0 12544.00

Alabama

★ Birmingham ... 505.8 105.6 101.5 33.23
Gadsden 582.6 100.0 96.2 5.01
★ Mobile 638.2 105.5 101.4 13.53
★ Montgomery ... 500.0 108.9 104.7 10.15

Perhaps You Didn't Know —

—That New London ranks second among all Connecticut cities of 25,000-or-more population in average per-family purchases of furniture, radio, and household products. (Source: S.M. '54 Survey).

Surprising? Not when you consider the big \$45 million annual Federal payroll for the City Zone alone which provides high-level stable spending power. Channel all this to your brand now through New London's one-and-only daily—

The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN

A GOOD THING TO REMEMBER
when you plan your 1955
advertising schedule . . .

STAMFORD

CONNECTICUT'S RICHEST MARKET

Highest family income (\$7,912) of all Connecticut cities over 50,000 population — highest family income of all major cities in the richest metropolitan area in the country.

Income per family is 53% above average. Retail sales 44%.

Advertising will pay off if it is directed to the right people.

The *Stamford Advocate* is the surest way to reach these top income families in the nation's #1 selling area—it's the sure way to more sales, more profits.

STAMFORD ADVOCATE

Stamford, Conn.

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for February, 1955)

	City Index 1955 vs. 1954	City Index 1955 vs. 1954	City Nat'L Index 1955 vs. 1954	\$ (Million) February 1955
Arizona				
★ Phoenix	718.1	105.8	101.7	22.62
★ Tucson	837.4	112.6	108.3	12.98
Arkansas				
★ Fort Smith	590.4	114.6	110.2	6.14
★ Little Rock	462.8	108.6	104.4	12.45
California				
Bakersfield	477.3	103.2	99.2	10.93
★ Berkeley	413.3	107.1	103.0	9.30
★ Fresno	508.3	107.3	103.2	17.79
★ Long Beach	611.4	104.0	100.0	34.42
★ Los Angeles	484.6	105.6	101.5	249.06
Oakland	387.2	101.0	97.1	46.00
★ Pasadena	605.2	115.0	110.6	21.91
★ Riverside	655.3	106.0	101.9	7.47
★ Sacramento	462.8	105.7	101.6	24.02
★ San Bernardino	595.5	110.8	106.5	10.54
★ San Diego	687.7	108.0	104.7	43.19
San Francisco	336.8	102.6	98.7	84.85
★ San Jose	494.1	108.6	104.4	14.97
★ Santa Ana	697.7	125.9	121.1	9.00
★ Santa Barbara	496.1	105.4	101.3	7.59
Stockton	493.0	101.1	97.2	12.03
★ Ventura	575.0	120.6	116.0	4.14
Colorado				
★ Colorado Springs	498.6	125.7	120.9	6.88
★ Denver	438.2	111.4	107.1	51.22
★ Pueblo	470.7	110.1	105.9	7.06
Connecticut				
Bridgeport	433.7	98.1	94.3	20.95
★ Hartford	390.9	104.2	100.2	27.87
Meriden				
Wallingford	400.7	98.9	95.1	5.77
Middletown	429.5	99.1	95.3	3.35
New Haven	346.6	102.0	98.1	19.86
New London	433.1	102.2	98.3	5.50
Stamford	491.4	102.0	98.1	8.55
★ Waterbury	387.1	104.8	100.8	11.07
Delaware				
Wilmington	413.3	103.0	99.0	17.45

How Important Is —

NORWALK, Conn.?

NORWALK is a big shopping center — listed by Sales Management as a metropolitan area — a market of 92,000 population.

Family averages tell the story

	Norwalk	U.S.A.
Income	\$7,614	\$5,173
Retail Sales	4,595	3,618
Food	1,171	860
Furn. Hshld.	265	193
Automotive	1,026	704
Drugs	107	102

THE NORWALK HOUR, with dominating circulation in this high income area, is the surest way to get more sales for your advertising dollars. 15,252 daily circulation—91% coverage of the city zone homes, 55% of the entire trading area.

The Norwalk Hour

Norwalk, Conn.

Represented by
The Julius Mathews Special Agency, Inc.

You Always Get More In Middletown

That statement was never more true. In 1955 you will sell more in the greater Middletown market (Middlesex County) because there are more families with more money to spend.

This highly responsive market can be thoroughly sold only through the Middletown Press because no combination of incoming non-local papers comes anywhere near equaling the coverage of The Press.

Thoroughly sold through the Press your sales results will be most gratifying.

"You Always Get More In Middletown"

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.
OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

SALES MANAGEMENT

(S.M. Forecast for February, 1955)
RETAIL SALES FORECAST

City	City	City	
Index	Index	Nat'l.	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	February
1939	1954	1954	1955

District of Columbia

★ Washington ...	400.3	105.1	101.1	105.89
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Florida

★ Fort Lauderdale	717.8	125.9	121.1	8.47
★ Jacksonville ...	617.3	120.2	115.6	30.00
★ Miami	703.1	117.7	113.2	47.67
★ Orlando	618.5	120.6	116.0	10.70
★ Pensacola	536.9	98.4	94.6	5.96
★ St. Petersburg ..	675.7	117.4	112.9	14.46
★ Tampa	603.6	111.6	107.3	18.29

Georgia

★ Albany	668.2	113.6	109.2	4.41
★ Atlanta	488.5	104.7	100.7	55.25
★ Augusta	523.0	101.6	97.7	8.63
★ Columbus	562.2	105.2	101.2	8.77
★ Macon	472.1	108.4	104.2	7.79
★ Savannah	445.4	100.9	97.0	10.11

Hawaii

★ Honolulu	487.7	107.7	103.6	25.31
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RETAIL SALES FORECAST
(S.M. Forecast for February, 1955)

City	City	City	
Index	Index	Nat'l.	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	February
1939	1954	1954	1955

Idaho

★ Boise	393.8	107.8	103.7	5.71
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Illinois

Bloomington ...	410.8	99.0	95.2	5.34
Champaign- Urbana	434.1	101.3	97.4	7.12
Chicago	395.6	102.3	98.4	393.55
★ Danville	420.3	106.8	102.7	5.17
Decatur	380.1	103.3	99.3	8.02
★ East St. Louis ..	455.2	104.5	100.5	7.92
Moline-Rock Island- E. Moline ...	437.1	101.6	97.7	10.71
Peoria	347.6	97.4	93.7	13.94
Rockford	474.0	102.4	98.5	13.65
Springfield	445.4	103.9	99.9	11.98

Indiana

Evansville	449.2	96.4	92.7	13.34
★ Fort Wayne ...	501.9	107.2	103.1	18.52
Gary	511.6	98.9	95.1	14.53
Indianapolis ...	459.5	102.8	98.8	56.88
★ Lafayette	457.4	111.3	107.0	5.58
★ Muncie	407.8	105.5	101.4	6.28
South Bend ...	508.3	96.4	92.7	16.01
Terre Haute ...	394.1	97.9	94.1	8.71

RETAIL SALES FORECAST
(S.M. Forecast for February, 1955)

City	City	City	
Index	Index	Nat'l.	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	February
1939	1954	1954	1955

Iowa

★ Cedar Rapids ..	441.9	108.6	104.4	9.59
★ Davenport	436.0	106.0	101.9	9.81
★ Des Moines	468.9	104.4	100.4	25.32
Dubuque	412.4	99.4	95.6	5.32
Sioux City	340.3	99.7	95.9	8.78
★ Waterloo	447.6	107.5	103.4	8.37

Kansas

★ Hutchinson ...	446.2	114.9	110.5	4.73
★ Kansas City ...	450.9	107.6	103.5	10.37
★ Topeka	477.8	115.5	111.1	9.89
★ Wichita	716.3	116.7	112.2	25.00

Kentucky

★ Lexington	450.8	108.7	104.5	9.78
★ Louisville	479.6	105.6	101.5	41.25
Paducah	493.0	91.9	88.4	4.73

1,193,198* Lines of AUTOMOTIVE ADVERTISING

Appeared in Meriden, Conn. during
the first 11 months of 1954.

This grand total was surpassed by only one other daily newspaper in New England*—a Connecticut metropolitan paper.

FOLLOW THE TREND—USE THE GROWING
MERIDEN-WALLINGFORD NEWSPAPERS

The MERIDEN RECORD—The MERIDEN JOURNAL
Meriden, Conn.

Represented Nationally by Gilman, Nicoll & Ruthman

*Papers measured by Media Records.



*
LOUISVILLE BELONGS
ON ANY
SUPPLEMENT SCHEDULE

DID YOU KNOW ?

Proof that advertisers are sold on newspaper supplements—more than 80% of the 100 leading national advertisers in 1952 used supplement advertising. Proof that supplement advertisers are sold on the Louisville Courier-Journal Magazine—in 1952 advertising lineage jumped to a record high of 1,500,000—more than carried by any other Sunday supplement.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

* THE LOUISVILLE
Courier-Journal
SUNDAY MAGAZINE

Sunday Courier-Journal Circulation 363,238 * Member of The Locally-Edited Group * Represented Nationally by The Branham Company.

BANGOR

And Northeastern Maine
Are On The March!

\$150,000,000

in construction projects!

Here's proof positive of a strong and growing future for the 7-county area served by the Bangor Daily News. Outstanding in this program is a new steel fabricating plant in Brewer, Maine; plus two new shoe manufacturing plants for Bangor, new development in wood processing for paper manufacturing—definite interest in newly discovered mineral deposits, diversification in agriculture spell out rapid, immediate growth. Send for details.

Bangor Daily News

Maine's **BIG** Paper

Reaches 74% of Families
in 7-County Area

Represented by
Johnson, Kent, Gavin & Sliding, Inc.

1955 looks good in

BIDDEFORD-SACO

largest market in Maine's most
productive industrial County.

With a 1954 family income that is substantially above the state average—your advertising has a bigger chance to sell more—if you advertise more.

The Biddeford Journal, read in 95% of the homes, is your best introduction to a big sales program. It's your best buy in Maine.

**THE BIDDEFORD
JOURNAL**
BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for February, 1955)

City	City	City	City
Index	Index	Index	Index
1955	1955	1955	1955
vs.	vs.	vs.	vs.
1939	1954	1954	February
			1955

Louisiana

★ Baton Rouge ...	657.3	105.6	101.5	12.03
★ Lake Charles ..	679.9	118.1	113.6	5.03
Monroe-West				
Monroe	512.0	101.3	97.4	6.55
★ New Orleans ...	482.6	105.0	101.0	49.80
★ Shreveport	505.5	104.7	100.7	15.62

Maine

★ Bangor	365.0	108.6	104.4	4.85
★ Lewiston-				
Auburn	380.7	105.6	101.5	6.36
★ Portland	380.8	110.0	105.8	11.46

Maryland

Baltimore	397.9	103.5	99.5	99.32
★ Cumberland ...	313.8	104.6	100.6	4.39
Hagerstown ...	366.2	99.4	95.6	4.17

Massachusetts

★ Boston	311.5	107.0	102.9	100.29
★ Brockton	318.2	106.4	102.3	6.59
Fall River	340.9	100.3	96.4	9.07
★ Holyoke	405.6	104.1	100.1	5.84
★ Lawrence	353.8	106.6	102.5	8.31
Lowell	393.1	97.8	94.0	7.98
★ Lynn	424.6	109.9	105.7	9.64
New Bedford ..	335.6	99.7	95.9	8.99
Pittsfield	329.0	98.4	94.6	5.26
★ Salem	417.2	104.9	100.9	5.38
★ Springfield ...	351.7	104.5	100.5	19.34
Worcester	333.1	97.9	94.1	20.28

Michigan

Battle Creek ..	480.7	98.1	94.3	7.69
Bay City	438.9	100.2	96.3	6.23
Detroit	468.1	95.7	92.0	204.60
★ Flint	502.2	108.1	103.9	23.65
★ Grand Rapids ..	489.5	105.2	101.2	25.99
Jackson	481.5	100.8	96.9	8.86
★ Kalamazoo	440.2	104.0	100.0	10.39

Taunton, Mass.

A Great Sales Market

Taunton's \$5,020 family income—highest of Bristol County's three largest markets—is based on well balanced and diversified industries.

Taunton wage earners produce bronze art goods, proprietary medicines, sporting goods, textile products, silverware, plastic products, stoves and ranges, leather goods, rubber products, marine gears, jewelry, apparel.

The Gazette, reaching more than 90% of all Taunton families, gives you that big sales lift... balances out other not-so-profitable markets. In Massachusetts, Taunton is a "must" if you really want to sell.

Taunton Gazette

Taunton, Massachusetts

Established 1884

Represented by The Julius Mathews
Special Agency, Inc.

There's More Money
In Pittsfield, Mass.!

35% More

than the average weekly
earnings in the state

AGAIN

**PITTSFIELD IS FIRST
IN THE STATE WITH
AVERAGE WEEKLY
EARNINGS OF
\$83.48***

* Bulletin, Dept. of Labor and Industries
Nov. 10, 1954, Commonwealth of Mass

The Metropolitan Pittsfield Market is
blanketed by a 112% coverage by

THE BERKSHIRE EVENING EAGLE

Pittsfield, Mass.

National Representatives

The Julius Mathews Special Agency
400 Madison Ave., New York 17, N. Y.

SALES MANAGEMENT

RETAIL SALES FORECAST
(S.M. Forecast for February, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	February
1939	1954	1954	1955

Michigan (cont.)

Lansing	426.4	93.4	89.8	13.05
Muskegon	459.3	96.9	93.2	7.07
Pontiac	515.5	102.3	98.4	10.52
Port Huron	398.2	98.1	94.3	4.74
★ Royal Oak				
Ferndale	723.5	107.1	103.0	10.35
Saginaw	479.8	102.1	98.2	11.32

Minnesota

Duluth	322.7	98.8	95.0	10.20
★ Minneapolis	366.7	106.1	102.0	64.87
St. Paul	315.8	101.4	97.5	34.77

Mississippi

Jackson	526.9	102.5	98.6	9.01
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Missouri

★ Joplin	381.9	107.7	103.6	4.54
★ Kansas City	462.2	104.3	100.3	68.31
St. Joseph	338.7	102.8	98.8	6.44
St. Louis	377.0	99.7	95.9	87.63
★ Springfield	461.0	107.1	103.0	7.88

Montana

★ Billings	484.7	116.4	111.9	5.91
Butte	208.6	94.8	91.2	3.44
★ Great Falls	393.1	109.5	105.3	5.27

Nebraska

★ Lincoln	457.4	114.9	110.5	11.75
★ Omaha	496.7	105.2	101.2	28.18

Nevada

★ Reno	421.7	106.3	102.2	6.32
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New Hampshire

★ Manchester	357.1	106.5	102.4	7.89
Nashua	331.8	100.7	96.8	3.15

The PORTLAND, MAINE Market

is a Nine County Sales Area

where most of the state's

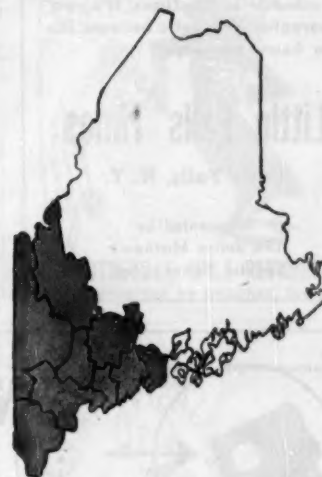
population — income —

sales and payrolls

are concentrated

76% of industrial payrolls
62% of the population
65% of the income
64% of the retail sales
of the state of Maine are
concentrated in these nine
southern counties.

Figures from 1954 Survey of
Buying Power



Sales Management's Test Market Survey, Nov. 1953
rates Portland as one of the best test markets in the
country:

1st for all cities in Maine
1st in New England for cities in 75,000 to 150,000 population group
3rd in New England for cities of all sizes
6th in U. S. A. for cities in 75,000 to 150,000 population group
18th in U. S. A. for cities of all sizes. It ranked 75th in 1950.

The PORTLAND newspapers give you 94% coverage of the
city and retail trade zone and 52% of the entire nine counties.

78,164 circulation daily . . . 87,243 Sundays

PORTLAND, MAINE

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

Represented by The Julius Mathews Special Agency, Inc.

The odds are in your favor

Selling in LITTLE FALLS isn't a major problem — doesn't require a survey. All that is necessary is to advertise in the paper that goes into the homes.

The people have the money—The retail sales show they spend it—Family food sales, for example, are \$1,336 compared to the U. S. average of \$860.

You can reach 30,000 people with a schedule in the Times. It's your guarantee of results because it's the home newspaper.

Little Falls Times

Little Falls, N. Y.

Represented by
The Julius Mathews
Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for February, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	February
1939	1954	1954	1955

New Jersey

★ Atlantic City ..	402.9	108.0	103.8	11.80
★ Camden	462.3	107.0	102.9	14.98
★ Elizabeth	438.3	113.6	109.2	12.97
★ Jersey City—				
Hoboken	341.8	105.6	101.5	26.01
Newark	328.3	96.0	92.3	53.77
Passaic-Clifton ..	402.3	103.7	99.7	12.31
★ Paterson	426.3	109.8	105.6	19.27
Trenton	376.5	96.1	92.4	16.15

New Mexico

★ Albuquerque ...	926.8	105.8	101.7	14.18
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RETAIL SALES FORECAST (S.M. Forecast for February, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	February
1939	1954	1954	1955

New York

Albany	372.5	101.4	97.5	18.55
★ Binghamton ...	371.7	105.6	101.5	10.37
Buffalo	393.6	97.3	93.6	64.70
★ Elmira	456.5	115.2	110.8	8.08
★ Hempstead				
Township ...	643.2	116.4	111.9	49.98
Jamestown	411.6	99.4	95.6	5.68
★ New York	361.9	105.6	101.5	758.89
Niagara Falls ..	410.7	99.2	95.4	9.57
★ Poughkeepsie ..	401.1	104.0	100.0	7.46
★ Rochester	360.8	108.2	104.0	40.26
★ Rome	454.4	104.7	100.7	3.59
Schenectady ...	380.3	98.1	94.3	11.18
Syracuse	371.7	98.4	94.6	25.87
Troy	348.7	97.9	94.1	7.81
Utica	391.6	103.4	99.4	11.63

North Carolina

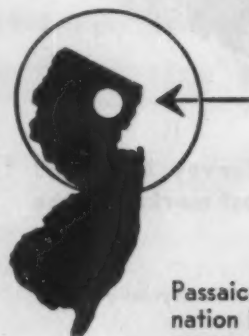
★ Asheville	434.9	106.0	101.9	7.35
Charlotte	531.0	100.5	96.6	16.62
Durham	429.9	92.7	89.1	7.05
★ Greensboro	792.9	112.1	107.8	14.51
★ High Point ...	453.0	105.1	101.1	3.94
★ Raleigh	524.0	104.0	100.0	8.75
★ Salisbury	417.8	111.3	107.0	3.05
Wilmington ...	466.0	101.8	97.9	4.52
Winston-Salem ..	435.4	101.0	97.1	8.36

North Dakota

★ Fargo	413.4	111.7	107.4	5.54
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Ohio

Akron	405.6	98.3	94.5	28.88
Canton	393.0	97.3	93.6	13.52
Cincinnati	366.6	99.8	96.0	55.47
Cleveland	390.0	96.9	93.2	107.69
★ Columbus	441.6	111.1	106.8	46.15
★ Dayton	494.1	105.6	101.5	34.54
Elyria	529.6	101.0	97.1	4.29
Hamilton	534.3	103.8	99.8	7.16
Lima	440.1	97.2	93.5	6.47
★ Lorain	607.3	106.2	102.1	6.68
Mansfield	422.7	98.5	94.7	5.96



RANKS 95th in SPENDABLE INCOME

Passaic-Clifton, N. J., ranks 95th in the nation in total spendable income . . . with more than \$171,457,000 in retail sales, according to Sales Management.

You can effectively reach the more than 61,000 families that spend this money in Passaic-Clifton with only one newspaper, the Herald-News . . . the North Jersey newspaper with the largest circulation in Bergen and Passaic Counties.

THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.
18 East 41st Street, New York 17—Murray Hill 5-0131

Add the MAGIC Touch of **COLOR** in ALTOONA

Add reader-pulling color, matched to your exact specifications in the Altoona Mirror every day.

Use the combination you want

Black plus 1 COLOR

or

Black plus 2 COLORS

Remember, color adds pulling power to your story, helping you sell ALL the over 33,000 daily circulation of the Mirror.

**ALTOONA, PA.'S ONLY
EVENING NEWSPAPER**

RICHARD E. BEELER
Advertising Manager

Altoona Mirror.

In NORRISTOWN, PA.

WINNING SALES CONTESTS

Stiffer selling duels for the dollar mean keener search for the brightest setting where the advertising dollar has the cheer- ingest chance.

Bright setting in the Greater Philadelphia Area is the thriving center of Norristown, Pa. Big, new retail outlets... humming department stores... and the daily NORRISTOWN TIMES HERALD actively serving for selling purposes!

Times Herald • NORRISTOWN, Pa.

Represented Nationally By
The Julius Mathews Special Agency

RETAIL SALES FORECAST (S.M. Forecast for February, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	February
1954	1954	1954	1955

Ohio (cont.)

★ Middletown	444.8	109.0	104.8	4.27
Portsmouth	386.3	96.1	92.4	4.79
Springfield	403.0	99.5	95.7	8.14
Steuensville	291.6	98.3	94.5	4.52
Toledo	401.2	98.2	94.4	34.66
Warren	485.2	98.5	94.7	6.89
Youngstown	318.7	97.1	93.4	16.70
Zanesville	344.2	100.6	96.7	4.44

Oklahoma

Bartlesville	430.2	100.3	96.4	2.28
Muskogee	360.0	100.3	96.4	3.06
★ Oklahoma City	484.7	108.7	104.5	29.23
★ Tulsa	576.9	105.2	101.2	25.67

Oregon

★ Eugene	601.7	107.4	103.3	77.16
★ Portland	441.2	110.9	106.6	53.21
Salem	529.3	102.5	98.6	7.04

Pennsylvania

Allentown	416.0	103.5	99.5	13.27
Altoona	299.0	96.5	92.8	6.28
Bethlehem	433.1	97.3	93.6	6.15
Chester	474.0	102.2	98.3	8.20
Erie	500.9	99.1	95.3	15.88
Harrisburg	389.4	98.9	95.1	12.85
Hazleton	307.2	94.0	90.4	3.41
Johnstown	307.6	94.3	90.7	7.26
Lancaster	342.3	102.1	98.2	8.01
★ Norristown	395.5	109.1	104.9	4.39
Oil City	381.3	102.2	98.3	2.44
★ Philadelphia	399.6	105.8	101.7	201.14
★ Pittsburgh	379.6	107.5	103.4	84.09
Reading	383.3	103.3	99.3	13.80
Scranton	289.5	98.8	95.0	10.71
Wilkes-Barre	347.4	98.1	94.3	9.45
Williamsport	365.0	94.7	91.1	5.00
York	418.9	96.4	92.7	8.21

PS-S-S-T!!
THE 100,000 PEOPLE
IN POTTSVILLE'S
TRADING ZONE
SPEND \$30,886,050
ON FOOD ANNUALLY

SO USE THE
POTTSVILLE
REPUBLICAN
WHICH COVERS
ALL OF THE CITY
AND 52% OF
THE COUNTY!



THE POTTSVILLE (PA.) REPUBLICAN
Represented by DeLisser, Inc.



Only the
Globe-Times
covers
Bethlehem...

... key city of
Pennsylvania's
3rd largest
market!

**The
Bethlehem
Globe-Times**

De Lisser, Inc., national representatives
Rolland L. Adams, President

HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for February, 1955)

City	City	City	\$
Index	Index	Index	(Million)
1955	1955	1955	February
vs.	vs.	vs.	1955
1939	1954	1954	

Rhode Island

★ Newport	379.3	105.2	101.2	3.30
Providence	304.7	98.6	94.8	26.36
Woonsocket	307.1	97.4	93.7	3.90

South Carolina

Charleston	408.4	102.1	98.2	7.80
Columbia	555.0	101.1	97.2	12.10
★ Greenville	531.6	110.6	106.3	9.09
Spartanburg	482.0	96.1	92.4	5.88

South Dakota

★ Aberdeen	541.9	105.6	101.5	3.36
Sioux Falls	362.7	96.5	92.8	5.55

Tennessee

Chattanooga	470.8	103.0	99.0	17.28
Knoxville	495.7	100.6	96.7	17.15
★ Memphis	510.9	110.9	106.6	45.47
★ Nashville	450.4	104.9	100.9	23.78

Lonesome — And Then Some!

You need inside coverage to reach the isolated Woonsocket market. Worthwhile? Woonsocket families buy 43% more drugs—22% more food than the average U. S. family (S.M. '54 Survey). Sell this heavy-buying 100,000-plus market through its one and only daily, the—

WOONSOCKET CALL

Representatives: Gilman, Nicol & Ruthman
Affiliated: WWON, WWON-FM

**COVERS RHODE ISLAND'S
PLUS MARKET**

Texas

★ Abilene	711.7	113.7	109.3	6.69
★ Amarillo	676.3	110.0	105.8	11.70
★ Austin	555.1	111.9	107.6	14.60
Beaumont	517.2	93.8	90.2	10.24
★ Corpus Christi	696.2	112.5	108.2	14.55
★ Dallas	658.4	110.8	106.5	74.73
El Paso	591.1	100.3	96.4	15.19
★ Fort Worth	693.9	108.2	104.0	42.40
★ Galveston	471.8	104.8	100.8	7.69
★ Houston	603.1	107.4	103.3	76.84
Laredo	547.6	98.0	94.2	3.45
★ Lubbock	866.9	113.4	109.0	12.05
★ Port Arthur	475.6	105.2	101.2	6.42
★ San Angelo	552.5	114.2	109.8	5.58
★ San Antonio	616.3	111.9	107.6	41.66
★ Texarkana	468.3	104.4	100.4	4.73
★ Tyler	526.4	109.2	105.0	5.79
★ Waco	663.0	110.8	106.5	10.74
★ Wichita Falls	513.0	108.6	104.4	7.90

Utah

Ogden	492.2	97.9	94.1	6.30
★ Salt Lake City	441.4	107.1	103.0	21.98

Vermont

Burlington	368.5	96.8	93.1	4.09
Rutland	322.4	102.4	98.5	2.45

Virginia

★ Danville	557.3	110.2	106.0	5.74
★ Lynchburg	392.9	104.7	100.7	5.50
★ Newport News	587.9	106.0	101.9	7.29
★ Norfolk	577.0	107.1	103.0	24.12
★ Portsmouth	683.3	108.7	104.5	7.38
★ Richmond	412.8	107.1	103.0	29.35
Roanoke	446.6	100.9	97.0	10.63

Washington

★ Bellingham	461.2	109.6	105.4	4.75
★ Everett	480.8	109.5	105.3	5.77
★ Seattle	445.1	110.6	106.3	60.94
★ Spokane	426.2	104.7	100.7	18.37
Tacoma	442.0	102.8	98.8	16.00
★ Yakima	486.7	106.2	102.1	7.30

West Virginia

Charleston	411.8	94.1	90.5	11.86
Huntington	390.7	99.1	95.3	8.01
Wheeling	312.0	96.3	92.6	6.52

Wisconsin

★ Appleton	446.7	110.0	105.8	4.69
Green Bay	380.3	98.5	94.7	6.58
Kenosha	468.8	97.9	94.1	6.00
La Crosse	445.5	103.4	99.4	5.88
★ Madison	394.5	107.1	103.0	11.48
Milwaukee	390.2	101.2	97.3	73.86
★ Oshkosh	459.2	106.0	101.9	5.51
Racine	449.7	100.6	96.7	7.96
Sheboygan	369.2	95.2	91.5	4.43
Superior	310.3	99.7	95.9	3.01

Wyoming

★ Casper	590.8	109.2	105.0	4.49
★ Cheyenne	487.9	104.6	100.6	4.44

RETAIL SALES FORECAST (S.M. Forecast for February, 1955)

City	City	City	\$
Index	Index	Index	(Million)
1955	1955	1955	February
vs.	vs.	vs.	1955
1941	1954	1954	

CANADA

Alberta

Calgary	477.8	93.1	91.3	15.96
Edmonton	520.5	96.1	94.2	16.03

British Columbia

Vancouver	394.2	93.4	91.6	36.82
Victoria	369.4	101.5	99.5	8.72

Manitoba

Winnipeg	320.5	92.6	90.8	28.17
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New Brunswick

Saint John	217.7	96.4	94.5	3.46
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Nova Scotia

Halifax	289.9	100.4	98.4	9.54
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Ontario

Hamilton	290.2	91.3	89.5	16.25
London	293.0	93.3	91.5	7.53
★ Ottawa	277.4	104.2	102.2	14.54
★ Toronto	369.2	114.1	111.9	94.95
Windsor	255.5	92.1	90.3	8.81

Quebec

★ Montreal	317.4	105.3	103.2	80.55
★ Quebec	343.7	110.4	108.2	13.99

Saskatchewan

Regina	377.7	92.9	91.1	9.18
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The U. S. Navy spends \$64,000,000 a year in Newport, R. I.

In addition to Newport's established high income the Navy adds another \$64,000,000 annually to its purchasing power. 1954 expenditures by the Navy were:

3,885 civilian salaries	\$14,640,000
Naval personnel (ashore)	39,048,000
Navy supplies	3,400,000
Public works contracts	7,000,000
	\$64,088,000

You can sell this high-income and top spending market through Newport County's only daily.

The Newport Daily News

Rep. by Julius Mathews Special Agency, Inc.

ADVERTISERS' INDEX

Advertising Checking Bureau, Inc.	50, 51
Agency: Harris & Bond, Inc.	
Aero Mayflower Transit Company	55
Agency: Caldwell, Larkin, Siderer & Van Riper, Inc.	
Air Express	648
Agency: Robert W. Orr & Associates	
Akron Beacon Journal	71
Agency: McDaniel, Fisher & Spelman Company	
Albion Mirror	97
American Legion Magazine	2
Agency: Harry B. Cohen Advertising Company	
American Telephone & Telegraph Company (Longlines)	9
Agency: N. W. Ayer & Son, Inc.	
Architectural Record	14-15
Asselin Fur, Inc.	99
Agency: Bolland-McNary, Inc.	
Aviation Age	35
Agency: Hazard Advertising Company	
Bangor Daily News	94
Batten, Barton, Durstine & Osborn, Inc.	5
Bethlehem Globe-Times	97
Agency: Harvey B. Nelson Advertising Agency	
Better Farming	77
Agency: Young & Rubicam, Inc.	
Biddeford Journal	94
Bloomington Daily Pantagraph	29
Agency: The Biddle Company	
Capital Airlines	23
Agency: Lewis Edwin Ryan	
Chicago Tribune	4th Cover
Agency: N. W. Ayer & Son, Inc.	
Cincinnati Times-Star	75
Agency: The Chester C. Moreland Company	
Cleveland Press	66
Agency: Fuller & Smith & Ross, Inc.	
H. S. Crocker Company	46
Agency: Brissacher, Wheeler & Staff	
Davenport Newspapers	88
Agency: The L. W. Ramsey Advertising Agency	
Farm Journal	19
Agency: Lewis & Gilman, Inc.	
F. R. Corporation	83
Agency: The Weston Company	
Fort Worth Star-Telegram	80
Agency: Rowland Broiles Company	
Gardner Displays	68A
Agency: W. Craig Chambers, Inc.	
Gelco-America (Minifon)	82
Agency: Gourfain-Cobb Advertising Agency, Inc.	
Graphic Systems	69
Agency: Dianer & Dorskind, Inc.	
Greensboro News & Record	79
Agency: Henry J. Kaufman & Associates	
Frederick E. Gymer	69
Hansen Storage Company	46
Agency: Duffy & Associates, Inc.	
Harward Company	65
Agency: Ross Llewellyn Inc.	
Schuyler Hopper Company	45
House Beautiful	68B
Agency: Anderson & Cairns, Inc.	
Industrial Equipment News	3
Agency: Tracy, Kent & Company	
Institute of Radio Engineers	22
Agency: The McCarty Company, Inc.	
LaSalle Extension University	88
Agency: Critchfield & Company	
Little Falls Times	96
Los Angeles Mirror-News	18
Agency: Smalley, Levitt & Smith	

Louisville Courier Journal	93
Agency: Zimmer-McClaskey Advertising	
Manpower, Inc.	73
Agency: Bozell & Jacobs, Inc.	
Market Statistics	85
Marseller, Gebhardt & Reed, Inc.	63
McClatchy Newspapers	3rd Cover
Agency: J. Walter Thompson Company	
Meriden Record Journal	93
Middletown Press	92
Minneapolis Star & Tribune	26
Agency: Batten, Barton, Durstine & Osborn, Inc.	
National Car Rental System, Inc.	88
Agency: Gene Rison & Associates	
Newark News	20
New London Day	92
Agency: Gordon Schonfarber & Associates, Inc.	
Newport News	98
New York Times	27
Agency: Green-Brodie, Inc.	
Norristown Times Herald	97
Agency: The Wm. H. H. Neville Company	
Norwalk Hour	92
Orlando Sentinel Star	46
Agency: Hammond, Inc.	
Pasadena Herald News	96
Petroleum Week	10-11
Agency: Fuller & Smith & Ross, Inc.	
Pittsfield Berkshire Evening Eagle	94
Portland Oregonian	67
Agency: Cole & Weber	
Portland Press-Herald Express	95
Posner-Zabin Advertising	69
Pottsville Pa. Republican	97
Practical Builder	57
Agency: Hal Stebbins, Inc.	
Purchasing Magazine	28
Agency: Hazard Advertising Company	
Research Institute of America	13
Agency: The Schuyler Hopper Company	
Reynolds Metals Company	64A
Agency: Buchanan & Company, Inc.	
Ronald Press Company	8
H. D. Rose Company	72
St. Paul Dispatch-Pioneer Press	54
Agency: Ephraim Holmgren Advertising	
Sales Management	49
Sales Tools, Inc.	99
Agency: George F. Koehnke Advertising	
Salisbury Post	82
Agency: The J. Carson Brantley Advertising Agency	
San Jose Mercury News	81
Agency: Todd & Associates	


Saturday Evening Post	2nd Cover
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Sheraton Corporation of America	1
Agency: Batten, Barton, Durstine & Osborn, Inc.	
South Bend Tribune	71
Agency: Lamport, Fox, Prall & Dolk, Inc.	
Stamford Advocate	92
Steel	6-7
Agency: Beaumont, Heller & Sparling, Inc.	
Steelman Stations	32
Agency: John Gilbert Craig Advertising	
Verne Steward & Associates	79
Successful Farming	61
Agency: L. E. McGivens & Company, Inc.	
Sweet's Catalog Service	59
Agency: The Schuyler Hopper Company	
Taunton Gazette	94
J. Walter Thompson Company	21
Trans Canada Airlines	4
Agency: Cockfield, Brown & Company, Ltd.	
United Air Lines	25
Agency: N. W. Ayer & Son	
U. S. News & World Report	30-31
Agency: The Caples Company	
Visual Methods Company	72
WHBF (Moline-Rock Island)	81
Agency: Clement T. Hansen Company	
Wallace's Farmer & Iowa Homestead ...	65
Agency: Olmsted & Foley	
Westinghouse Broadcasting Company	16-17
Agency: Ketchum, MacLeod & Grove, Inc.	
Woonsocket Call	98
Agency: Gordon Schonfarber & Associates, Inc.	
Zippo Manufacturing Company	12
Agency: N. W. Ayer & Son, Inc.	

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THE SCRATCH PAD

By T. Harry Thompson



Seen from the sidelines by a mere man, February fashions seem to indicate that Monsieur Dior is getting nowhere fast with the virgate silhouette. Viva Lollobrigida!

Rhythm Section: "A switch of the pitch and away you go!"—Buick.

Incidentally, the new Buick has a honeycombed radiator. "A sweet job," some dealer is sure to say.

Lucky Sales Co. may have groaned when it was suggested, but it bought the idea: "Rain Dears" as a name for its transparent booties.

MARRIAGE: An experiment in peaceful coexistence.

MALE DEER: A fast buck.

The Weston Exposure-Meter "ends snap judgment." Nice!

Good headline by *The Cleveland Press* in SM: "Prescription for Profits."

"Gov. Brunsdale Better After Fall."—*Headline*. There's nothing like a fall to make a fellow feel better.

The "soup stock" I'd like best is the kind you'd find in a portfolio instead of a pot.

BLOOD MONEY: What they charge for a transfusion.

Father Time is a great healer but no beauty-expert, according to Herb Dickson, who further observes that some people fall for anything and stand for nothing.

NIT—"That's a pretty sad-looking pie."

WIT—"It sure looks crust-fallen."

At 69, Ed Wynn is sticking to the comedy format which made him famous. Witness: As captain of a showboat, he tells a deckhand to "batten down the hatches." When the swab says they are fresh out of battens, Ed says: "We have the lowest batten-average on the river!"

Paul Weiner, v-p of California's Purofied Down Products, says a Real Friend is one who sees through you and enjoys the Scenery.

First color-television I saw was thrilling, even though the dealer fumbled with the knobs to achieve something less perfect than Technicolor. It's a minor miracle, even in the pioneer stage.

Orville Reed tells me about the fellow who started to write a drinking song but couldn't get past the first two bars.

What ever became of the Gold-Dust Twins?

"North Pole Office Claimed by Reds."—*Headline*. Miriam Lewis says it sounds like a logical setting for the cold war.

Which reminds me: With Jacob Malik taking over for his late, unlamented predecessor, the UN will still get many a kick in the vishinsky.

Complaint Dep't (Trivia Div.): In the dime stores that handle nearly everything, I can never find those nice, round, waxy shoelaces that come in new shoes; have to settle for the flat, fabric kind.

Somewhere, surely, there must be a town named "Hope Springs."

Cryptograms are not only cryptic but sometimes grim. Frexample: "The waves settled placidly over his head, and his last remark was a bubble."

An old-timer is one who can remember when Camels were introduced at 10 cents a pack, circa 1911.

No, Tessie; Los Angeles will find no humor in your version: "Smog Gets in Your Eyes."

Stopper by the *Orlando Sentinel-Star* in SM: "Snails in trees?" Which prompts the alleged thought: Is slow-moving merchandise chargeable to snailmanship?

Ancient Age meets competition head on with: "If you can find a better bourbon . . . buy it!"

The little safety-posters on Bell Telephone trucks punch hard with: "Stay Alert—Stay Alive."

NCR, which means National Cash Register, is out with NCR, which means No Carbon Required . . . a special duplicating paper said to make its own copies. What won't they think of next?

Our Senile City correspondent says he dislikes the patronizing air of lines like "for the budget-minded." He thinks it's intended to shame him into buying the higher-priced model (which I doubt).

I found this printed on a paper cocktail-napkin: Whatever I said in anger, Whatever I shouted in spite, I'm sorry I spoke so quickly—I thought-up some worse ones tonight!

Foolish Version, dedicated to Julius LaRosa *et seq.*: "You may fire when ready, Godfrey."

SALES MANAGEMENT



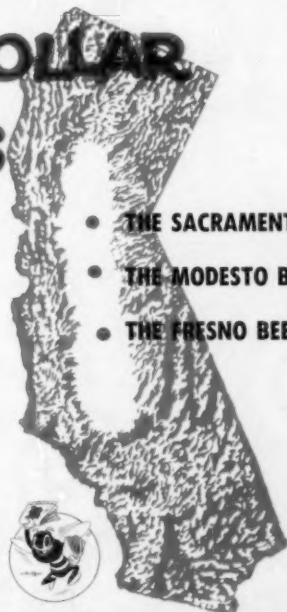
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* Sales Management's 1954 Copyrighted Survey



- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE

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